

Problems and counter measures in the management of small and medium-sized private enterprises

Changjiang Deng^{1,a}

¹*International College, National Institute of Development Administration, 148 Seri Thai Rd.,
Khlong Chan, Bang Kapi, Bangkok, 10240, Thailand*

^a*changjiang.deng@stu.nida.ac.th*

Keywords: Private enterprise; Human resources; The enterprise culture

Abstract: Private small and medium-sized enterprises are playing an increasingly important role in market development economy. With the continuous expansion of enterprise scale, management problems in various aspects of enterprises are bound to appear. Human resource management problems are very common in most enterprises. Therefore, in the process of enterprise development, in addition to economic benefits, we should also pay attention to internal human resource management, help improve the external competitiveness of the enterprise, enhance the comprehensive ability of employees and employees' satisfaction with the enterprise, which are the parts that need to be improved in the process of enterprise development.

1. Introduction

With the development of the times, at present, private enterprises have become one of the main economic sources of our country, and have created many jobs, promoting the economic development between cities. The increase in the number of enterprises means that the demand for talents is also very high. The development of enterprises cannot be separated from the participation of talents. At present, many enterprises have a very high turnover rate and the number of employees is unstable in the process of development. [1]This article mainly discusses the need for further stability in the development of human resources in the current enterprise development process, which is conducive to the stable development of enterprises. Therefore, if enterprises want to continue to grow in the market competition, they must attach importance to and strengthen the management of human resources [2-3].

Private small and medium-sized enterprises play an important role in the development of national economy in developing countries. However, in the process of development, private enterprises do not pay much attention to the internal human resource management, and even do not have the concept of human resources. [4]This paper mainly studies the current situation of the development of human resources management of a private enterprise in Shenzhen in the development of modern society, as well as the difficulties encountered by the enterprise in the development of internal operation and management, and puts forward some improvement measures and suggestions according to the current development situation [5].

2. Analysis of the current situation of human resources management in a private enterprise in Shenzhen

2.1 Human resource management is relatively simple

Shenzhen, a private enterprise, is relatively small because it started from scratch, resulting in a small scale of office staff. In addition, the human resources management department of many enterprises is not very reasonable. The job division of many employees is not very clear, and there is no special human resources system, and the company's system is not very perfect. Enterprise bosses pay more attention to the benefits brought by employees. [6] There are relatively many salespeople. They do not pay enough attention to the investment and cultivation of human resources. They lack a complete human resources system, which leads to the lack of good growth space and planning for employees [7].

2.2 Family management

The nature of a private enterprise in Shenzhen is private operation, so the management of the enterprise is mostly the relatives or family members of the boss of the enterprise, leading to the fact that the company's top leaders are "their own people", and there is no position arrangement based on real ability in terms of employment standards.[8] Most of the bases are outsiders, while the management is their own. The overall centralization of power of the enterprise is very serious. When the enterprise grows to a certain scale, the problem that the management does not rely on the ability to distribute has become more and more obvious.[9]

2.3 Large staff mobility

A private enterprise in Shenzhen lacks the training and management of its employees. Many employees who go to work only need to complete their work content. They have little sense of belonging and identification with the enterprise. They rarely plan their career development in the enterprise, and because of the unreasonable job division of private enterprises, many employees have a large workload. In this case, Shenzhen's failure to provide salaries or better benefits that meet the expectations of employees will cause employees to feel frustrated and seek better salary and treatment under the same position, which will lead to the loss of personnel. It is difficult for enterprises to retain experienced talents, and the development of enterprises will also slow down [10].

3. Problems in human resources management of private enterprises

With the development of market economy, the direction of human resources management is also constantly following the market changes. Most of the confusion in enterprises is due to problems in human resources management. For example, in Dangdang.com a while ago, the mistakes of the management have had a negative impact on enterprises. China's private enterprises still have many deficiencies in human resources management, which need further improvement [11].

3.1 Personnel lack professional ability

Human resources posts are newly added to a company in Shenzhen, so most personnel lack professional ability. In the past, because most enterprises are small, there is no good atmosphere

to cultivate professional personnel. The leaders of the company do not consider the recruitment and selection of personnel positions carefully, but make relatively random arrangements, or the personnel of other positions serve as temporary personnel. Therefore, there is no professional treatment for the company's talent recruitment and talent management, resulting in the inability to play the role of human resources.

3.2 Lack of effective human resources strategic planning

Many enterprises think that the work of human resources is only the change of recruitment and management personnel, so they will not arrange and plan the human resources of the whole enterprise. Most enterprises will specify the annual enterprise development strategy and planning, but often ignore the development and planning of human resources, resulting in the stagnation of human resources.

3.3 Family-based management leads to brain drain

China is a society of personal development. In the process of the development of many private enterprises, most of the talents recruited are ordinary posts, and it is difficult for enterprise leaders to reuse and trust foreign employees, resulting in a lot of enterprise management is a family-based model, while management personnel do not have the awareness and time to improve their human resources management skills, resulting in most of the enterprise management is an outdated model.

Most private management affairs are managed by relatives and friends, and few foreign employees are recruited as management. Most enterprises believe that this management method can better manage their financial situation. The scale of enterprise development is also different for the way of management. The long-term selection of relatives, friends and family members as the management level has led to the lack of promotion space for foreign employees, the lack of enthusiasm and motivation for excellent employees, and the lack of talent for enterprises to grow.

4. Countermeasures for improving and strengthening human resources management in private enterprises

4.1 Establish a people-oriented management concept

The development of human resources needs to develop human resources management according to different stages and strategies in combination with the development plan of the enterprise. Without systems and corporate culture, it is difficult for companies to maintain the enthusiasm and productivity of employees. Through the management of human resources, they provide high-quality talents for the company, and provide development planning for employees. Through incentives, they can mobilize the enthusiasm of employees and improve the productivity of the company. The overall operation of the company is good, which can bring better benefits to the company. On the basis of the concept change, we should also strengthen the training of talents. The company must respect the development of every employee, consider their needs and ideas, and create a good working environment.

Private enterprises can establish a people-oriented concept, and make reasonable planning and arrangement according to the interests and potential of each person, paying attention to the growth of each employee and provide a platform for development. The system of the enterprise can also be more humanized. For holidays and other periods, group building activities or small

gifts can be provided to let employees feel the care of the enterprise.

4.2 Scientific development of human resources strategic planning

In the development of today's market, the comprehensive strength of employees represents the comprehensive strength of enterprises, and excellent talents can promote the rapid development of enterprises. Therefore, private enterprises should specify scientific human resources strategic planning and reasonable talent recruitment plan in the development process of enterprises.

First of all, the enterprise should have a general understanding of the requirements of the position and the arrangement of personnel, clarify the real situation of each position and the setting of salary and pay, and provide the arrangement of promotion mechanism. Secondly, the company's human resources arrangement should also communicate with employees more, ask whether the position arrangement of employees is reasonable, from the perspective of department and enterprise development, how their career planning develops, whether the position arrangement needs to be changed, etc., fully understand employees' ideas, ensure employees' enthusiasm for work, and guide and assist them.

4.3 Establish a reasonable salary system

For employees, compensation is not only recognition of their ability, but also recognition of their value. Competitive remuneration plays a great role in motivating employees and can also improve their enthusiasm and loyalty.

Generally speaking, the salary structure of employees mainly includes basic base salary, performance bonus, work allowance, work commission, year-end bonus, etc. The benefits include paid leave, five insurances and one fund, meal allowance, car allowance, etc.

The leaders of private enterprises should first establish a reasonable salary system within the company, and establish a reasonable salary setting for the employees of the position, comprehensively consider the promotion space of the employee's position, the salary range of the same position in the market, and can also carry out a floating salary increase for the position, carry out a reasonable customized salary system according to different positions, set the salary based on the ability of the employee, and set the salary system reasonably.

5. Conclusion

With the continuous development of the times and enterprises, the mode of human resource management will also change constantly. For enterprises and employees, the mode of human resource management is also changing constantly, and it is not a fixed management mode. This paper mainly analyzes the existing problems in the human resources management of a private enterprise in Shenzhen, such as family management, enterprises do not attach importance to human resources, and lack of scientific human resources management planning. It provides suggestions for the human resource management of private enterprises, such as formulating scientific human resource management plans, paying attention to the incentive mechanism of enterprises, improving the recruitment and training system of enterprises, and providing more help and development direction for the development of private enterprises in China. I hope that the guidance in this paper can provide some helpful suggestions and references on the basis of the current enterprise development.

References

- [1] Sergeeva A V, Faraj S, Huysman M. *Losing touch: an embodiment perspective on coordination in robotic surgery* [J]. *Organization Science*, 2020, 31(5): 1248-1271.
- [2] Boudreau J, Cascio W. *Human capital analytics: why are we not there?* [J]. *Journal of Organizational Effectiveness: People and Performance*, 2017.
- [3] Gibbons J M, Woock C. *Evidence-based human resources: A primer and summary of current literature*[C]. Conference Board, Incorporated, 2007.
- [4] Stone D L, Deadrick D L, Lukaszewski K M, et al. *The influence of technology on the future of human resource management* [J]. *Human resource management review*, 2015, 25(2): 216-231.
- [5] Arnaud S, Chandon J L. *Will monitoring systems kill intrinsic motivation? An empirical study* [J]. *Revue de gestion des ressources humaines*, 2013 (4): 35-53.
- [6] Sullivan J. *How Google is using people analytics to completely reinvent HR* [J]. *TLNT: The Business ofHR*, 2013, 26: 1-18.
- [7] Wang B, Liu Y, Parker S K. *How does the use of information communication technology affect individuals? A work design perspective* [J]. *Academy of Management Annals*, 2020, 14(2): 695-725.
- [8] Cascio W.F., Montealegre. R. *How Technology Is Changing Work and Organizations* [J]. *Annual Review of Organizational Psychology and Organizational Behavior*, 2016, Vol. 3: 349-375.
- [9] Beane M. *Shadow learning: Building robotic surgical skill when approved means fail* [J]. *Administrative Science Quarterly*, 2019, 64(1): 87-123.
- [10] Murray A, Rhymer J, Sirmon D G. *Humans and technology: Forms of conjoined agency in organizations* [J]. *Academy of Management Review*, 2021, 46(3): 552-571.
- [11] McAfee A, Brynjolfsson E, Davenport T H, et al. *Big data: the management revolution* [J]. *Harvard business review*, 2012, 90(10): 60-68.