



**RESEARCH ON HUMAN RESOURCE MANAGEMENT OF FAMILY
BUSINESS: A CASE STUDY ON SHANDONG HAIWANG CHEMICAL CO.,
LTD.**

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BUSINESS: A CASE STUDY ON SHANDONG HAIWANG CHEMICAL CO.,
LTD.**

**Thematic Certificate
To
CHEN SUYANG**

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ABSTRACT

Title: Research on Human Resource Management of Family Business: A Case Study on Shandong HaiWang Chemical Co., Ltd.

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"Talent is the dependence of virtue; virtue is the commander of talent." It is generally recognized as a criterion for selecting talented people, who possess both virtues and geniuses. Nowadays, our society is evolving at an increasing rate. The improved standards of people's living and culture have brought about an extremely fierce social competition. In South Korea, more than 200 people attempted to find a temporary part-time job in a bookstore, which shows that competitions in our society are fierce. The 21st century is an era of challenges and opportunities. Talent has become the key points of the development of an enterprise. Society is in progress, and enterprises must constantly keep pace with developments as well as changes. The spread of COVID-19 has led to a rapid deterioration of the global environment and has become an important factor that is affecting the development of SMEs. Countless companies are facing the threat of bankruptcy and liquidation. The development of an enterprise is the development of the people. As an important part of an enterprise, human resources greatly affect the development status and development direction of an enterprise and determine various issues of the enterprise's development strategy and organizational structure. Therefore, companies need to have a comprehensive understanding of human applications, enterprises and personnel must clearly and earnestly fulfill their obligations to each other and fulfill their duties. This article was a case study on Shandong Haiwang Chemical Co., Ltd. In the article, Shandong Haiwang Chemical Co., Ltd. would be called Haiwang Chemical. This enterprise is an

excellent domestic enterprise and an excellent enterprise in the industry. The method utilized in this article was mainly qualitative research. This paper finished an environmental analysis and other methods for analyzing the internal and external environments of this company. Asking questions, analyzing and solving management problems on human resources of the enterprise are all included in this paper, with the purpose of providing a framework for human resource reform in family businesses.

Keywords: family business human resource management Environmental Analysis institutionalization



摘要

标题: 家族企业人力资源管理问题研究-以山东海王化工股份有限公司为例
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“才者,德之资也;德者,才之帅也。”这句话经常被用作选拔人才的标准,既有美德又有天才。如今,社会的发展与进步越来越快。人民生活水平和文化水平的提高带来了极为激烈的社会竞争。在韩国,一家书店的一份临时兼职工作,有 200 多人申请,这足以表明社会竞争异常激烈。21 世纪是充满挑战和机遇的时代,人才已成为企业发展的重点。社会在进步,企业必须与时俱进,不断发展与变化。COVID-19 危机的蔓延导致全球环境迅速恶化,并已成为影响中小企业发展的重要因素。无数的企业面临破产和清算的危险。企业的发展就是人的发展。人力资源作为企业的重要组成部分,极大地影响着企业的发展状况和发展方向,并决定着企业发展战略和组织结构的各种问题。因此,公司需要对人的应用有一个全面的了解,企业和人员必须清楚,认真地履行彼此的义务并履行职责。本文是对山东海王化工有限公司的案例研究。在本文中,山东海王化工有限公司称为海王化工。该企业是国内优秀企业,也是行业内优秀企业。研究方法主要是定性研究。通过环境分析和其他方法,分析企业的内部和外部环境,提出问题,分析并解决企业的人力资源管理问题,为家族企业的人力资源改革提供一个框架。

关键词: 家族式企业 人力资源管理 环境分析 制度化

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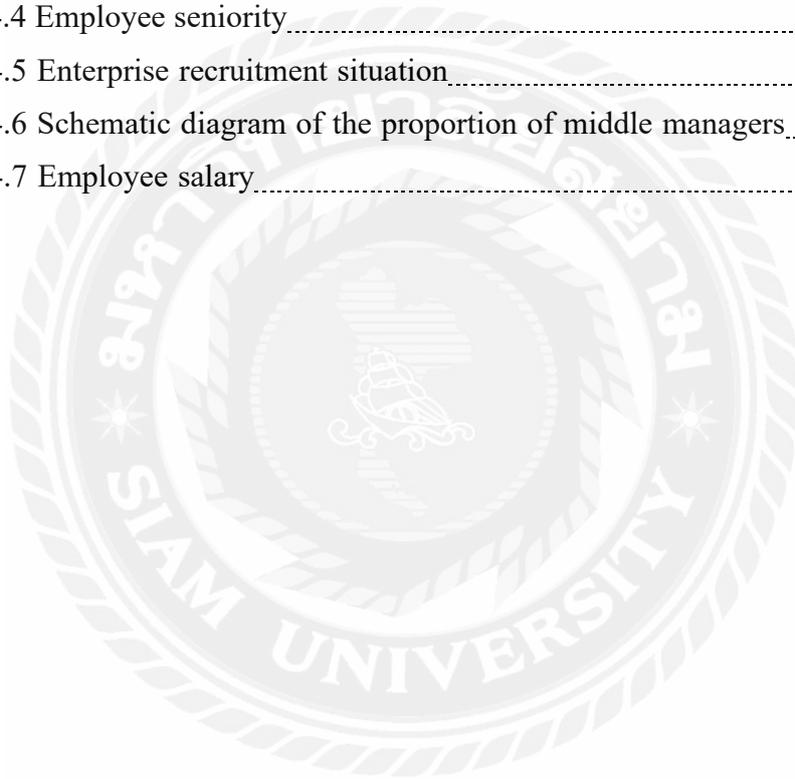
CONTENTS

Chapter 1 INTRODUCTION	1
1.1 Background.....	1
1.2 Research problems.....	2
1.3 Objective of the study.....	3
1.4 Research significance.....	3
1.5 Research framework.....	4
1.5.1 Theory.....	4
1.5.2 Figure: framework diagram.....	6
1.6 Research content.....	6
Chapter 2 LITERATURE REVIEW	7
2.1 Research abroad.....	7
2.1.1 Theoretical Research on the Definition of Family Business.....	7
2.1.2 Theoretical research on human resource management.....	8
2.1.3 Intergenerational inheritance of family businesses.....	9
2.2 A Summary of Domestic Research Theories: Optimization of Human Resource Management.....	10
Chapter 3 RESEARCH METHODS	12
3.1 Research design.....	12
3.2 Research sample.....	14
3.3 Data collection and research tools.....	14
3.3.1 Current status of enterprise human resource management.....	14
3.3.2 Problems of enterprise human resource management.....	16
3.3.3 Environmental analysis.....	17
3.4 Statistical methods.....	18
Chapter 4 DATA ANALYSIS	19
4.1 External environment analysis: PEST macro environment analysis.....	19
4.1.1 Analysis of political environment.....	19
4.1.2 Economic environment analysis.....	20
4.1.3 Social environment analysis.....	21
4.1.4 Technical environment analysis.....	22
4.2 Internal environment analysis.....	23

4.2.1 Proportion of human resources.....	23
4.2.2 Staff education structure.....	24
4.2.3 Number of employees.....	25
4.2.4 Employee seniority.....	25
4.2.5 Enterprise recruitment situation.....	27
4.2.6 Proportion of middle management.....	28
4.2.7 Employee salary.....	29
4.3 Analysis of enterprise human resource management issues.....	29
4.3.1 The concept of human resource management is vague.....	30
4.3.2 Serious family businesses.....	32
4.3.3 Unclear enterprise recruitment.....	34
4.3.4 The enterprise human resource management system is not perfect.....	38
4.3.5 Lack of training awareness and weak training.....	40
4.3.6 Analysis of the salary and performance task index.....	42
4.3.7 Single corporate culture.....	44
Chapter 5 DISCUSSION AND CONCLUSION.....	46
5.1 Countermeasures and suggestions.....	46
5.1.1 Improve the enterprise supervision system and standards.....	46
5.1.2 Establish and improve the human resource management department.....	47
5.1.3 Formulate recruitment standards and optimize the recruitment process.....	50
5.1.4 Improves the salary system.....	54
5.1.5 Strengthen enterprise human resource management training awareness.....	57
5.1.6 Optimize corporate culture.....	59
5.2 Execution guarantee.....	62
5.2.1 Organizational guarantee.....	62
5.2.2 Institutional system guarantees.....	62
5.2.3 Information system guarantee.....	63
5.2.4 Regulatory guarantee.....	63
5.3 Conclusion.....	64
REFERENCES.....	68

FIGURE CONTENTS

Figure 1.1 Intergenerational transfer.....	2
Figure 1.2 Framework diagram.....	6
Figure 3.1 Organization chart.....	15
Figure 4.1 Proportion of human resources.....	23
Figure 4.2 Staff education structure.....	24
Figure 4.3 Number of employees.....	25
Figure 4.4 Employee seniority.....	25
Figure 4.5 Enterprise recruitment situation.....	27
Figure 4.6 Schematic diagram of the proportion of middle managers.....	28
Figure 4.7 Employee salary.....	29



RESEARCH ON HUMAN RESOURCE MANAGEMENT OF FAMILY BUSINESS: A CASE STUDY ON SHANDONG HAIWANG CHEMICAL CO., LTD.

Chapter 1 INTRODUCTION

1.1 Background

After the reform of state-owned enterprises, my country's private enterprises have developed rapidly, mainly manifested as small and medium-sized enterprises, which are now huge in scale. Small and medium enterprises are of considerable significance to China. They are the main body of China's private enterprises and are an essential part of the national economy. With the continuous development of society and the economy, the number of small and medium-sized enterprises will only increase. Affected by the environment, policies and traditional clan culture, most private enterprises are small and medium enterprises, and Chinese companies have a general tendency to family

In 2018, the Trump administration signed a trade memorandum and imposed tariffs on Chinese products, and the trade war between the two countries began. Today, the trade war continues, and with that comes the threat of global COVID-19. At the end of 2019, COVID-19 began to appear gradually, and it broke out in early 2020. From the beginning of the epidemic to May, the outbreak involved more than 4 million confirmed cases in more than 220 countries and regions, and the United States was the hardest-hit country. According to official US statistics, the number of family infections has exceeded 1.3 million, and the number of deaths exceeded the Vietnam War by 80,000. As the epidemic continues to intensify, the global economy has been hit hard. Countless companies face various problems, such as broken capital chains and insufficient cash flow. They may be on the verge of bankruptcy and liquidation at any time and the brink of life and death.

The harsh international environment hinders the development of enterprises. On the issue of human resources, since the birth of the family business, there have been inherent hidden dangers. But the organizational structure of a family-owned company is not without its advantages. This structure can significantly protect the development of the enterprise. Globally, family management models of enterprises are prevalent. According to statistics, more than two-thirds of the world's enterprises are family-run business frameworks. They have created a considerable GDP output of 70-90 %. They not only focus on their development but also fund 85 % of emerging enterprises. They have created tremendous employment opportunities for the country and society,

stabilized society's development, and occupied an essential position in the national economy. But as far as the succession of enterprises is concerned, the possibility of passing on from generation to generation is not very high.

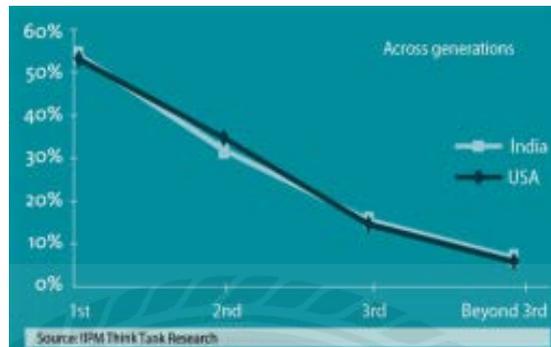


Figure 1.1 Intergenerational transfer

From the figure, the probability of family businesses in the United States and India passing on to the second generation is only 30- 40%, which means that as many as 60- 70% of the enterprises pass to the second generation and die, and the third generation only more than 10 %, the smaller, the further back. The development of an enterprise is inseparable from the people. How to use people is an essential issue for enterprises to think about. According to China's national condition, many small and medium-sized enterprises in the country mostly adopt a family-style framework to manage the enterprise. Their descendants have important long-term positions in the enterprise. The internal development of an enterprise is prone to internal strife, and the organization is prone to severe internal friction after it grows. At the same time, a lot of resources are wasted. At the same time, they are unwilling to give up management rights, which exposes many personnel management problems of the enterprise, and a crisis of survival of the enterprise occurs.

1.2 Research Problems

1. Analyze the enterprise and human resource situation of Shandong Haiwang Chemical Co., Ltd.

2. Study the reasons for the imperfect and obstructive development of human resource management in family companies.

3. Study the countermeasures and suggestions for family companies to optimize and improve human resource management.

4. Research and countermeasures recommended the implementation of

safeguards.

1.3 Objective of the study

Optimize social resource management issues in family businesses, improve family company human resource management systems, promote the sustainable development of family businesses, and promote family businesses' intergenerational inheritance. Provide a framework for human resource reform in family businesses.

1.4 Research significance

Human development is the development of enterprises. The development of an enterprise is inseparable from its application to people. Shandong Haiwang Chemical Co., Ltd. is an excellent domestic enterprise that has achieved outstanding achievements in the industry and has many patented technologies. As a family business, it has a certain degree of representation. The family business is the main body of my country's private enterprise, and the development of an enterprise is of great significance. Many private enterprises have created countless Chinese miracles and perfected the shortcomings and shortcomings of the country's technology. Have not only successive breakthroughs in science and technology. At the same time, it has made outstanding contributions to the economy and employment and stabilized the harmony and development of the country and society. However, the enterprise encountered many problems in the development process, and the universal problem of short company establishment time makes companies prone to human resource management issues. The management level is low, the management concept is backward, the internal management is chaotic, the supervision and supervision are invalid, and many human resources are lost. Therefore, taking Shandong Haiwang Chemical Co., Ltd. as an example, it conducts research and proposes solutions to the current situation of the enterprise.

First, this research can enrich the research results of human resource management issues in family businesses. Over the years, scholars from various countries have carried out countless studies on human resource issues, resulting in many theoretical research results. However, most of them are large-scale enterprises or state-owned enterprises. The analysis results and research on family enterprises in my country are relatively small, and the degree of concern is relatively low. The development of SMEs is rapid and large-scale, but because of rapid growth, a series of problems have formed. Compared with state-owned enterprises and large enterprises, human resources management is relatively lacking, and the question of staff turnover is serious. There are frequent occurrences when employees apply for resignation within one to two years of employment and even apply for departure before the internship

period expires. Therefore, it is valuable to strengthen research on the human resources of family businesses.

Second, it provides a reference to the human resource problems of family businesses. The current general environment is mainly the rapid deterioration of the external environment of the market. The market competition has reached a fiercer degree. The development of all walks in life is sluggish, but the degree of competition is becoming more and more intense. The core competitiveness of an enterprise is the product and technology. This mainly includes high-tech mastery and innovation, and high-quality talents. New and old companies want to survive and develop opportunities. Technological innovation is necessary and critical. The company's talent demand is also key; in the final analysis, the enterprise is human development. The core of corporate competition has expanded from technology to talent. However, the mobility of people is far superior to the technological innovation of products. Poor human resource management of an enterprise will cause a severe brain drain. The employees who leave will take away the enterprise's product technology and cause double losses for the enterprise. This paper integrates literature information, analyzes and studies the human resource problems of family companies in small and medium-sized enterprises, and provides references to human resource problems of family companies.

Third, international economic development has been exhausted in recent years, and market competition in all walks of life is exceptionally fierce. Moreover, in the context of a global crisis such as the epidemic, countless companies have been affected and are on the verge of life and death. Under the impact of this severe environment, excellent human resource management methods can effectively help companies mitigate the effects of the crisis and help enterprises to survive the period of economic chaos during the crisis stably.

1.5 Research framework

1.5.1 Theory

(1) XYZ Theory

Douglas Murray McGregor refers to the traditional management view as Theory X, which uses a negative concept. Suppose that people are unwilling to work and have no motivation to work. If there is a chance, they will evade their work. The corresponding solution is to use strict control, enforcement, and punishment.

Theory Y is an affirmative concept. People like to work; they will continue to optimize and self-direct. They would work hard without strict supervision. They will be enthusiastic and cherish their work and be responsible. The corresponding solution

is to change the manager's management functions, and the core task is to assist.

The Z theory is the Theory of Japanese scholars William Ouchi comparing different management models between Japanese and American companies. Z theory emphasizes the cultural elements of the management process. According to the z theory, enterprise managers should have full trust in employees, and trusted employees will motivate and be loyal to the enterprise.

(2) Two-factor theory

Frederick Herzberg divided the relevant factors in the enterprise into incentive factors and health care factors. The general dissatisfaction of employees lies in the management, system, salary, and performance of the enterprise, directly related to the employees' interests. When employees can not directly face these problems, they are quickly dissatisfied with the slack. Incentives can eliminate employee dissatisfaction and ensure employee motivation.

(3) Maslow's demand level.

Abraham Harold Maslow proposed Maslow's demand rating in 1943. The most significant function of this Theory is to point out the existence of personal needs. Demand hierarchy theory explains the essential motivation of people's behavior while satisfying demand is the intrinsic motivation of people's behavior.

(4) Expectation theory

The expectation theory is an incentive theory proposed by Victor H. Vroom in 1964, which mainly reflects the relationship between employee needs and goals. The theory points out the relationship between employees and enterprises. The interests of the employees are related to the interests of enterprises. This theory illustrates the degree of employee desire for demand. In special circumstances, no matter how high the expectations are, it usually does not arouse people's enthusiasm. The expectation is affected by the environment. Generally speaking, expectation theory is a stimulus to the individual needs. When the possibility of meeting the demand is higher, the individual will strive to meet the demand.

(5) Fairness theory

American John Stacey Adams put forward the Theory of fairness in 1965. The research focus of fairness theory is the impact of the rationality and truth of salary distribution on employees' work enthusiasm. The issue of fairness is an essential motivation for employees to stimulate their work motivation. Fairness theory explains the equity in the compensation system and personnel management and emphasizes the importance of fairness in the enterprise.

1.5.2 Figure: framework diagram

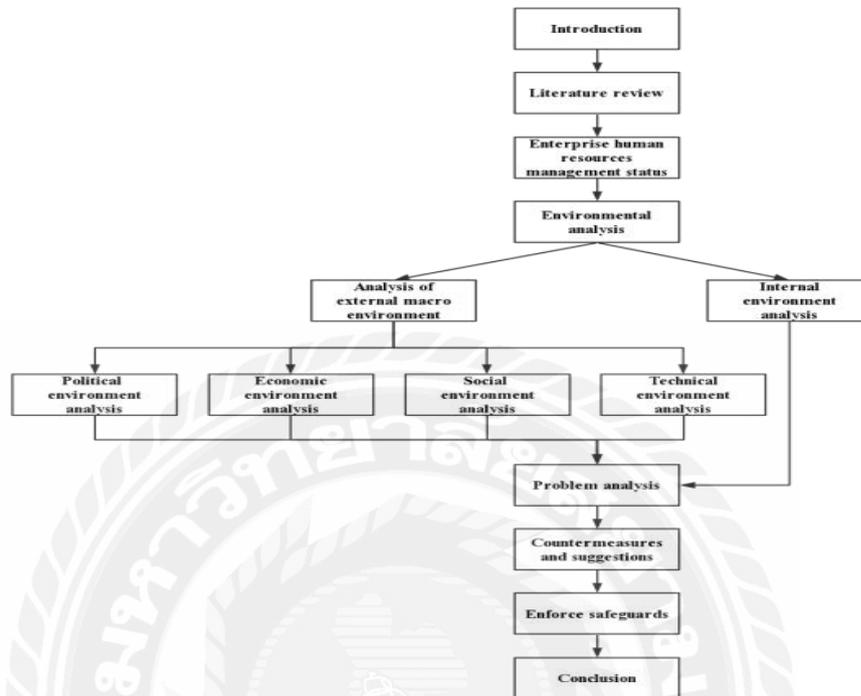


Figure 1.2 Framework diagram

1.6 Research content

Chapter 1. Introduce the research background, significance, purpose, theoretical framework, and theoretical basis of the article.

Chapter 2. Literature review. Mainly combed the research results of the family business and human resource management at home and abroad. Including the theoretical research of family business, the theoretical research of human resource management, and the research of the family business's intergenerational inheritance.

Chapter 3. This article mainly uses qualitative research methods to conduct research and analysis. Used environmental analysis methods, the environment is divided into macro-environment and micro-environment to study and analyze the human resource management issues of Shandong Haiwang Chemical Co., Ltd. Mainly use PEST analysis method and internal environment analysis.

Chapter 4. Introduces the content of the research and analysis in detail and expounds on the environmental review of Shandong Haiwang Chemical Co., Ltd. Analyze the external and internal environment of the enterprise. The research analyzes

the status quo of corporate human resource management, taking Shandong Haiwang Chemical Co., Ltd. as an example, expounds on the common problems in family business human resource management.

Chapter 5. Summary of this article. This chapter is the final chapter. This chapter puts forward corresponding countermeasures and suggestions for the human resource management problems analyzed and put forward in the previous chapter. In order to ensure the smooth implementation of countermeasures and recommendations, matching implementation safeguards measures are provided.

Chapter 2 LITERATURE REVIEW

With the continuous development of society and the economy, the market competition is intensified. The growth of the family business has encountered contradictions. However, technological innovation is still the core competitiveness of the enterprise. Still, the human problem is also more and more on the stage; becoming an enterprise must face essential issues. Entrepreneurs gradually value the management of human resources. After 2008, domestic human resource management has steadily developed. So far, many scholars have completed research results on human resource management. Human resource management has always been a hot issue in business management research, emphasizing the importance of people and the critical role that people play in enterprises. Talent is the central core of enterprise competition, and excellent human resources are the top priority. The key to the sustainable development of an enterprise is whether the enterprise can handle human resources.

2.1 Research abroad

2.1.1 Theoretical Research on the Definition of Family Business

Among all business forms, family businesses are up to two-thirds, which is the most widely used among all business forms. People pay more attention to the problems caused by family businesses. As early as the middle of the twentieth century, international research scholars began to study the concept of family in the form of enterprises. In the beginning, the family business definition is distinguished by whether the family is the central controller of the company, divided into the family business and non-family business, including business ownership, management rights, and inheritance rights. The proportion of family shares in the industry becomes the difficulty of this definition. After continuous research, although scholars have strictly distinguished families from non-families, the proportion of family participation is still

an issue to be studied. Shanker & Astrachan (1996) pointed out that in terms of specific management, the narrow definition of the family business is that an individual family wholly owns the business rights and management rights of the enterprise, the core members of the family control the central management position of the enterprise, and the family members participate in the Nissan operation and daily management of the enterprise. The broad definition of the family business is that the family sets the strategic direction for the company. This view shows that the degree of family involvement in the enterprise can be changed, and it is dynamic and uncertain. From specific management to the company's strategic direction, the family has a high degree of freedom. In 1988, the "Family Business Review" start publishing. This periodical specializes in researching companies controlled by the family. It not only focuses on the first generation of entrepreneurs but also on the second and third generations of heirs. With the increasing research on family companies, the management of family companies has become an important research direction for scholars worldwide.

2.1.2 Theoretical research on human resource management

In international research, in the twentieth century, Peter Drucker published the book "Management in the Era of Great Change" in 1999. The paper analyzes the situation and challenges faced by business managers in the 1990s during the turn of the century. The transition from the 20th century to the 21st century is a critical moment, social development is changing with each passing day, changing all the time, networked, knowledge, and organize. These changes have brought opportunities and challenges to the development of enterprises. It is proposed how the new type of managers should train the quality to adapt to the latest indicators. The book also gives four basic principles that family companies need to pay attention to in management, which has guiding significance for the development of human resource management in family companies. Jean B. McGuire (2012) mainly studied the governance structure of the family business. The research content mainly analyzed the family business's governance structure. The results of the study show that the family business's organizational structure is more complicated; this has led to increased losses within the enterprise, and unnecessary checks and balances have emerged. This means that family businesses would face more complicated governance structure problems than non-family companies. In this respect, the performance of non-family businesses is better than that of family businesses, and their governance structure will be more transparent than that of family businesses. W. Gibb Dyer (2009) showed that the development of family businesses is bound to affect their factors, causing difficulties and obstacles to the development of enterprises. To alleviate this situation, family businesses need to replace fresh blood and introduce new powers. Professional managers are an option to promote the development of enterprises. Use professional managers to accelerate the institutional transformation of enterprises, establish

standardized management, alleviate internal contradictions in enterprises, and improve enterprises' operational efficiency. Brewer, P. D., & Brewer, K. L (2010) research and analysis, expressing the importance of knowledge management for human resource management. Human resource management will face more challenges in the future, and knowledge management is an important influencing factor. The latitude of knowledge and the application of knowledge will become challenges and opportunities for the organization, which will place higher demands on the organization. Lin and Kuo (2007) research and analysis, human resource management strategy are closely related to organizational strategy. Organizational learning ability and knowledge management ability have direct and indirect effects on human resource management. The impact is significant and obvious.

2.1.3 Intergenerational inheritance of family businesses

On the issue of the intergenerational inheritance of family businesses. Beckhard and Dyer's (1983) research and analysis show that only about one-third of the companies in the United States can successfully pass on to the second generation. Most companies have only one generation of lives, and the average life cycle is only 24 years. The study pointed out that the inheritance problem has become one of the most critical issues that the founders of family businesses face. Boisot (1987) believes that traditional Chinese enterprises have system defects and incomplete organizational structure. Imperfect information, low degree of standardization, system defect, and high concentration of power. These circumstances have exacerbated the imbalance in the enterprise's internal strength and made the data between the founders and professional managers of the enterprise unequal, creating contradictions and intensifying the contradictions. Redding (1993) believes that for Chinese companies, it is easier for Chinese companies to separate the ownership and management rights of the company; the two are usually together. Business owners often refuse to hand over management power to professional managers and prefer to hand over core management power to their family members. There is a crisis of trust between the two parties, and this process has many difficulties. This is also an important reason why it is difficult for family businesses to break away from family domination. Fukuyama (1998) believes that the initial vigor of Chinese enterprises is very vigorous, and the economic benefits are also considerable, but development has limitations. The biggest reason is that family members' trust in outsiders is too low, which is the biggest obstacle to enterprise development. Most members of an enterprise's management refuse to introduce professional managers to the enterprise, preferring to give up some of the benefits and prevent the entry of outsiders. Their practice makes it difficult to institutionalize enterprises.

2.2 A Summary of Domestic Research Theories: Optimization of Human Resource Management

There are few studies on family-owned companies in China, and there are not many research results. At the end of the twentieth century, domestic scholars began to get involved in business management. Because of my country's special national conditions, state-owned enterprises are of great significance in my country's economic development. The family-owned company is small in scale and weak in market competitiveness and has not been concerned for a long time. Today, domestic scholars have made significant achievements in enterprise management research. From the organizational structure at the beginning of the enterprise's establishment to the later management development, there are many different perspectives of the investigation. It involves aspects such as corporate governance structure, system, organizational culture, salary performance, and so on.

Yin Mei (2002) believes that the market conditions have changed many times now that they are changing day by day. However, no matter how the external environment changes, whether it is superior or lousy, family business is still the preferred form of marketing for Chinese. The family will always be the main body of Chinese companies. There are several reasons for this. First, Chinese companies are deeply influenced by family culture, and companies have profound cultural roots. Secondly, in terms of economic development, family companies have strong cohesion and concentration, which can effectively improve their market competitiveness. Finally, family businesses are highly resistant to the external environment's impact and can make changes in line with the development of time. This form of family-owned enterprise is conducive to organically combining the traditional 'home' culture of the Chinese nation with modern enterprise management and systems, from a unique Chinese-style family business with Chinese cultural characteristics. Chu Xiaoping (2002) found that the biggest obstacle encountered in the development of family businesses is the crisis of trust. It also pointed out that many Chinese business owners and professional managers lack good professional ethics, and the two sides are prone to conflicts and intensify conflicts. Therefore, in companies with a crisis of trust, most management positions are held by family members, the talents of outsiders are restricted, and it is challenging to create achievements and perform effectively, limiting the development and growth of enterprises. Zhang Jianqi (2002) believes that the biggest problem of professional managers entering the enterprise lies in the orientation of enterprise values; the corporate culture usually determines this. The family business's cultural subject is the concept of family, and the family business's actual managers often occupy an essential position in the family. Corporate values reflect the personal benefits of business owners, which directly impact professional managers entering the company. Li Xinchun (2003) believes that the family business itself has natural defects, and the development of the industry is greatly affected by

the will of the individual owner. Due to the problems of the business owner's value orientation and the family business's flaws, business owners are strongly affected by their subjective consciousness, and there is a sense of exclusion from outsiders. Family companies are generally exclusive to the outside world. They tend to be more private and conservative in their operations, which makes it difficult for companies to introduce external professional managers. Business owners believe that the entry of outsiders will destroy the privacy of family business and reveal the family and business secrets. Zhang Chao (2016) believes that trust is an old and fresh topic, and it is worth discussing at any time. Trust is a complex and essential social psychological phenomenon that has an impact on many aspects. Trust is a crucial resource of social nature, and its importance has been deeply rooted in the hearts of people. Studies have shown that the impact of trust in an organization is significant and has profound practical significance. Trust can be cultivated, and it is the soft power of an enterprise. Zhang Xiu (2019) believes that human resources are an essential resource for enterprises of all funds. The main reason is that human resources are strategic. Human resources are a crucial foundational force for the development of domestic small and medium-sized enterprises, and the dominant factor for enterprises to participate in competition and growth. Ruan Pengyu (2016) believes that the primary source of an enterprise's core competitiveness is human resource management's effectiveness, which determines the enterprise's vitality and future development potential. The reform of human resource management has an essential impact on the development of enterprises. Effectively carrying out human resource reform can effectively improve the market competitiveness of enterprises.

For family businesses, foreign scholars have done a lot of research from the beginning of definition to the development and operation of enterprises, and then to the end of inheritance. Exploratory research mainly focuses on the development of enterprises. Explore and study the sustainable development of family businesses. The research direction focuses on the internal management concept of the family business, the development life cycle of the enterprise, and so on. Nowadays, family-owned enterprises have gradually standardized and institutionalized, and most family-owned enterprises have separated ownership and management rights. This form is complicated for most Chinese family businesses. The family culture of most family businesses in China is robust, emphasizing the concept of family, which is the main body of corporate culture. Moreover, the development time of the company is relatively short. Many family companies are still in the first or second generations. The company's internal management personnel are mainly family members, and they strictly control the management authority. The trust of external staff is not enough to effectively manage the human resources of an enterprise.

In conclusion, the core of the family business is the concept of family. The

family concept is the central concept in the family business. Influenced by the intergenerational inheritance, the family business founder is more willing to hand over the company to his closest members. Family members occupy significant management positions in an enterprise. When the heir is not competent for the role of business manager, family companies will consider introducing professional managers and inviting them to operate the enterprise as an agent to maintain the enterprise's survival and development. Nepotism and distrust have become the main obstacle for companies to hire talents.

Chapter 3 RESEARCH METHODS

3.1 Research design

This article mainly uses qualitative research methods to conduct research and analysis. Taking the Chinese company Shandong Haiwang Chemical Co., Ltd. as an example. Research and analyze the human resource management problems of family-owned enterprises.

Qualitative research is one of the main research methods in scientific research and has a very important position and significance. Qualitative research is an important way for researchers to define and solve problems.

Human resource management research is a comprehensive issue. In the research process, the environmental analysis method was mainly used. Divided into external environmental analysis and internal environmental analysis. Research and analyze enterprise human resource management issues. The article makes a macro analysis of the external environment of the enterprise and applies the PEST macro-environment analysis method. The internal environment analysis interprets the current situation and problems of enterprise human resource management. In the research process of this article, literature survey and multidisciplinary comprehensive research, survey method, descriptive research method, combination of micro-analysis and macro-analysis, and case analysis method are also used.

Human development is the development of enterprises. The development of an enterprise is inseparable from its application to people. The family business is a common form of corporate organization in our daily lives, and it occupies an important position in all countries. In Kelin E. Gersick's (1998) research, Kelin E. Gersick's research shows that family businesses account for a high proportion of global corporate forms, and more than 70% of businesses have varying degrees of Family tendency.

The sheer size of family businesses makes them a group that cannot be ignored. They are of great significance to the development of the regional economy. Family business, an ancient form of corporate organization, has a long history. Its advantages are obvious, but its disadvantages are also obvious. A large number of family businesses have an average life span of 24 years, which is concentrated in the development period of the first generation. Intergenerational inheritance has become a major obstacle to the development of many family businesses. The main reason for this is the defects in the human resource management of the enterprise itself.

(1) Literature survey and Comprehensive Multidisciplinary Research

The literature research method mainly obtains the information needed by investigating the literature, and it has proved that this method is essential and useful for many years. Through the investigation and research of various documents, we can correctly and comprehensively understand and master the many materials of the problems to be studied, effectively helping us to understand the whole picture of things. It mainly collects the research results of domestic and foreign scholars on human resource issues through library resources, network literature, completes the comparison and sorting of documents, sorts out and selects the problems we want to study, and forms an overall theoretical framework.

Management is a complex problem. The human resource management problem in the family business involves a wide range, including management, economics, psychology, and other disciplines. This is a widespread problem. Analyzing human resource management problems in family companies more comprehensively, cross-disciplinary integration is necessary, and the literature of different disciplines can effectively help us understand the problem.

(2) Investigation Method

The survey method is a universal research method. The real knowledge is gained through practice. Through investigation and research, they can help us correctly understand and grasp the problems we need to study, and purposefully and systematically collect various research materials for research problems. Analyze, sort, and synthesize the research data collected by the investigation, and strengthen the research and analysis of the problem.

(3) Descriptive Research

The Descriptive Research Method is a universal research method, a general description of different theories, which is necessary for scientific research. The descriptive research method can ask questions directionally, describe phenomena, reveal defects, and introduce experience. It is conducive to the development of the work and analyzes and explains the actual problems. Descriptive research methods are

helpful to research.

(4) Combination of Micro Analysis and Macro Analysis

The human resource management problem of family-owned enterprises is affected by many factors, including the enterprise's constraints and the external environment. The enterprise's internal elements are regarded as micro factors, and the external environment is viewed as the macro factor. From two perspectives, internal and external analysis and interpret enterprise human resource management issues to keep the scientific conclusion.

(5) Case Analysis

The Case Analysis method is a widely used analysis method that can make the research object-specific, and the researcher's point of view is readily accepted. The case study method can effectively increase people's understanding of the research object and have a deeper understanding of the research object.

3.2 Research sample

In this article, we mainly take the human resource management of the family business as the main research objective, use the Literature Survey and Comprehensive Multidisciplinary Research, Descriptive Research Method, Case Analysis Method and other research methods to carry out research and analysis, and take Shandong Haiwang Chemical Co., Ltd. as the main research Object, explore, research, and analyze the optimization of human resource management of enterprises.

3.3 Data collection and research tools

Data sources mainly rely on data collection, observational research, and inductive analysis.

3.3.1 Current status of enterprise human resource management

Shandong Haiwang Chemical Co., Ltd. was established in the early 21st century. The main business is the manufacture of chemical raw materials and chemical products. After more than ten years of rapid development, it has become a well-known enterprise in Weifang City. The company has 952 employees, and the business has expanded to the international market. Haiwang Chemical was relatively small in the initial stage of its establishment. The managers of the company were also investors in the initial phase of the company. The employees are usually family members. Since the enterprise has excellent financial support, and the entrepreneurial environment is

relatively sound, it has not encountered much resistance in the initial development and has developed rapidly. After years of unremitting efforts, the company's products have always maintained good quality and provided customers with quality products and services. The company's development momentum is perfect, excellent results have been achieved, and its influence on the industry is also growing. The market competitiveness has also been continuously enhanced. Today, companies have a larger scale, have more robust resource advantages and operational advantages, and have developed from a single manufacturing industry to a diversified industrial structure, involving chemical, mineral, real estate, finance, logistics, and other fields.

With the continuous development of the company's business, the scale of the enterprise is also continually growing, based on the limiting factors in the initial stage of the establishment of the enterprise, the management of the enterprise mainly depends on family relatives and investors, and there are no complete and specific organizational structures. There are no corresponding management systems and regulations. Because the enterprise's scale expands, the enterprise's development needs, the number of external employees has also gradually increased, and the company has begun to improve the relevant systems progressively and establish different departments, but still encounter many problems. Haiwang Chemical is a typical family business. Family personnel occupies most of their management positions. Nepotism is intricate. The company is faced with contradictions, such as the loss of human resources and conflicts of interest within the enterprise that have formed obstacles to the enterprise's development.

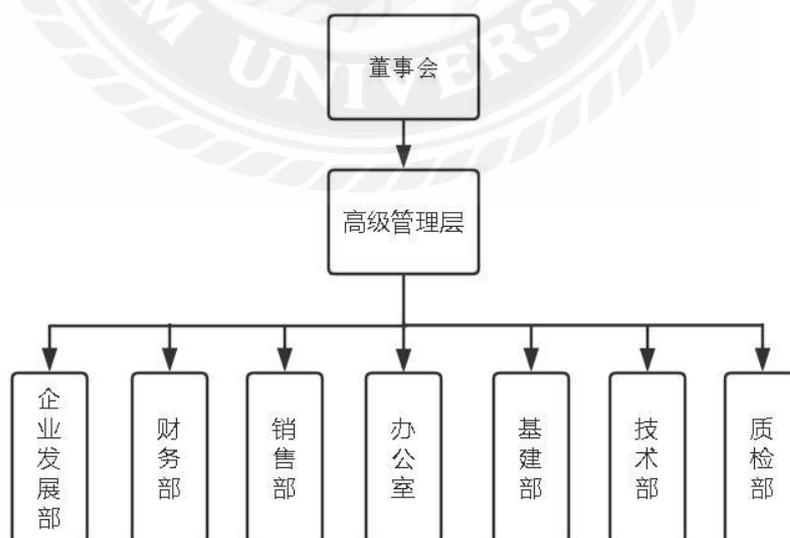


Figure 3.1 Organization chart

The organizational structure of Shandong Haiwang Chemical Co., Ltd. is as

follows: the enterprise is mainly responsible for five major shareholders, with a board of directors, and the chairman is the central controller and beneficiary of the enterprise. The company has a total of eight senior managers, responsible for various affairs of the enterprise. Offices, finance department, enterprise development department, sales department, infrastructure department, technology center, quality inspection center, and other departments are set up. The founders and investors of the company mainly hold senior management positions in the enterprise. The company's organizational structure is relatively simple and belongs to a flat linear organization. The company's actual controller is the founder of the company, which is responsible for the company's decision-making and development. The main responsible person of each department is the core funder of the company, Responsible for the various affairs of the department in the development of the enterprise, the heads of each department are under the direct leadership of the chairman, and the organizational management model is relatively clear.

3.3.2 Problems of enterprise human resource management

3.3.2.1 Imperfect organizational construction

In the understanding of the enterprise's development process, the independent department established by the enterprise during the development process is incomplete, and the human resource management of the enterprise is also lacking. Haiwang Chemical is a chemical company. The industry's choice is destined to require a large amount of necessary labor for the development of the enterprise. It is a labor-intensive enterprise, and a large number of production activities require human resources to complete it. This form determines that the management of the enterprise does not need to have too much professionalism. China is a country with a large population, sufficient for labor, and a wealth of energy available. Therefore, the company has not established an independent human resource management department in the development process, and the personnel management work is also handed over to the office.

3.3.2.2 Unclear positioning of human resources

The owner of a family business is a leader in business development and has a decisive discourse power. On the other hand, the will of the business owner influences the development of the business. The development of Haiwang Chemical's human resource management is inadequate, and there are still many areas that need to be improved. Regarding the development status of the department, human resource management has not become an independent department, the work content and the personnel department are highly overlapping. The human resources and administrative work of an enterprise cannot be effectively distinguished. The main reason for this is

that the enterprise's senior management does not pay enough attention to human resources, and the importance of human resource management in the enterprise is not reflected.

3.3.2.3 Trust crisis

The development of an enterprise needs to maintain a proper internal working environment, which is also an essential reason for an enterprise to stabilize its domestic situation. The family business has a large proportion of family members within the company and has been appointed in various management positions. The human resource management department is the department that manages the human resources of the enterprise. Its main job is to optimize and configure the human resources of the enterprise. It has the management authority for human resources, but it is difficult in family businesses, especially when it is not the time for members of this family. The talents recruited from outside the enterprise cannot be fully utilized, and the enterprise itself restricts many tasks. This will lead to the inability to implement the plan, and the work is passive. And because of the defects in the family business, people who are not members of the family are vulnerable to being excluded, not receiving the attention they deserve, and lack of access to information, and unable to timely understand the operation status of the entire enterprise. The main reason for these reasons is the unequal trust crisis within the enterprise, which has become the biggest obstacle to the development of enterprise human resources.

3.3.3 Environmental analysis

3.3.3.1 Analysis of external environment

Mainly use the PEST macro environment analysis method. PEST is a commonly used method for environmental analysis. In analyzing the research process of an enterprise, PEST is an important research method. It is an important foundation.

(1) Political environment analysis

The analysis of the political environment mainly includes two crucial influencing factors, namely politics and law. Politics refers to the country's policy guidelines and systems, and law refers to laws and regulations widely used in this country. The political environment is an essential factor that affects the development of an enterprise.

(2) Economic environment analysis

The economic environment mainly refers to the financial problems involved in our daily lives, such as monetary, fiscal policy, and residents' disposable income. The critical role of the economic environment is to provide a predictive proposal for the

development of an enterprise. Help the development of enterprises to grasp better the opportunities provided by the market.

(3) Market environment analysis

The most influential factors in the analysis of the market environment are mainly human factors and cultural traditions. Different regions have different cultures and different social compositions. People's ages, body features, income and expenditure are different. Especially because of the influence of local culture.

(4) Technical environment analysis

Technological factors are an essential factor that affects the development of an enterprise. It includes research and inventions that can cause technical changes in the industry and new technologies and new products that increase productivity. In the past century, science and technology have developed the fastest. A hundred years ago, the communication between people was mostly in the form of letters, and the separation of people between the two places was parting. Nowadays, the internet has become more and more developed. Even if they are thousands of miles apart, people can use the telephone and video to communicate. Technology is changing our life all the time.

3.3.3.2 Internal environment analysis

Internal environment analysis analyzes the domestic situation of the enterprise, including the company's resources, capabilities, culture, and other aspects. The internal environment is the embodiment of the operation of the enterprise's entire system and the status quo of the enterprise's activity. The purpose of this analysis is also to promote the sustainable development of the enterprise, quickly understand the operation status of the enterprise, and find out the key factors to encourage the development of the enterprise, improve the market competitiveness of the enterprise, and improve the comprehensive strength of the enterprise.

The internal environmental analysis matches external ecological analysis. The two of them cooperate and are inseparable. The study of the external environment is a plan for the enterprise's future and a search for opportunities for the enterprise's development. Internal environment analysis is to grasp the opportunity. Even if the external environment is horrible, the superior internal environment can help the company to stably develop and improve the company's chances of survival.

3.4 Statistical methods

All statistical analyses in this article use software such as Office Excel and Word for data processing and statistics. The family business has a long history, but their

average life span is very short. There are many unstable factors in the development of enterprises, and enterprises are vulnerable to the severe influence of the will of the entrepreneur. These factors influence the results of the study. The research data in this article only applies to Shandong Haiwang Chemical Co., Ltd. Categorical data are mainly described in the form of percentiles. Study the characteristics and nature of human resources components in enterprises, and to express, describe, and analyze. For example, age, education and work experience and qualifications, and so on.

Chapter 4 DATA ANALYSIS

4.1 External environment analysis: PEST macro environment analysis

4.1.1 Analysis of political environment

(1) Political elements.

The development of the enterprise has received many policy support from the local government. According to current economic growth in China, most of the family businesses are small and medium-sized enterprises. Shandong Haiwang Chemical Co., Ltd. is a typical family-owned enterprise, which belongs to the medium domestic enterprise. The development of enterprises strongly supports the country. Since China's reform and opening up, the development of SMEs has been rapidly improved and has become an essential driving force for the country's national economy. For the support and assistance of enterprise development, the national policy is highly supported, trying to eliminate all obstacles to enterprise development, and vigorously support enterprise development. Nowadays, each city has different enterprise support policies, and policy formulation is also inclined to the development of enterprises, which are incredibly beneficial to the development of enterprises.

(2) Legal elements.

The operation and development of an enterprise are carried out in the country's global political and legal environment, and the law is also one of the main components of the political climate. Enterprises are mainly affected by the Enterprise Law and Labor Law, and determine its legal status, and to stipulate and standardize various types of enterprises, and control and restrict the organizational forms and economic relations of enterprises. The law is protective; it is not only the protection of laborers, and also the protection of enterprises.

Law protects the legitimate rights and interests of enterprises and laborers. Under

the influence of the global virus epidemic crisis, the political environment has deteriorated rapidly, and enterprises' development has been dramatically affected. The development of enterprise has been restricted and restricted. Isolation and inspection, community blockade, suspension of production and shutdown, closure of the airport, setting up checkpoints, the prohibition of alcohol, and curfew. Countless companies face severe problems such as broken capital chains and bankruptcy liquidation.

4.1.2 Economic environment analysis

My country is a socialist country with Chinese characteristics and advocates the development of many economies. Since China's reform and opening up, the country's economy has developed rapidly. With the continuous opening of the economy, the state has opened its doors, domestic enterprises have gone out, and foreign enterprises have come in. Shandong Haiwang Chemical Co., Ltd. now has a large number of overseas businesses. In recent years, the company has continuously strengthened the international market's development, achieved excellent results, and improved the enterprise's market competitiveness.

China is a powerful country. After 30 years of rapid economic growth, China still maintains momentum for growth. This is very difficult in the environment of weak global economic growth. Since 2018, the United States' Trump administration has suddenly signed a memorandum of trade with China, which imposed tariffs on Chinese products and restricted Chinese companies' investment in technology. The trade war between the two major countries has begun. The trade war has had an impact on the global economy. The effect has spread globally, and the international economic environment has become more and more severe. Shandong Haiwang Chemical Co., Ltd. not only has business in the domestic market, and the company also has business overseas. It has multiple branches and production bases overseas.

The outbreak of trade war has affected the company's business development, and the expansion of the international market has been hindered. However, due to the uniqueness of the leading products sold by the enterprise, production is difficult, and the storage is difficult. They are hazardous chemicals that are toxic and corrosive. The uniqueness of the product limits manufacturers' entry, and there are few competitors in the industry. The products are widely used, and there are relatively large gaps in demand around the world. These factors have led to the limited impact of the trade war on Haiwang Chemical in the current harsh market environment. The Labor Situation. Changes in the labor market are essential in the development of an enterprise. This is a compelling way for enterprises to supplement human resources. For the current ordinary labor supply, the pressure of enterprises is not enormous. China is a country with a large population and a sufficient primary labor force, which

is a massive advantage for enterprises' development. According to news reports, in 2019, there are 8.34 million people who graduated from colleges and universities, there are many high-quality talents in the market, and the specialization of the labor market has deepened. However, there is still a shortage of high-tech talent. The main reason is that my country's economic development time is relatively short, and there is room for improvement in many places.

Shandong Haiwang Chemical Co., Ltd. has a good position in the industry field and is an excellent enterprise in the industry field. After years of continuous development, the enterprise has good resource advantages and technological advantages. It is a target company with many highly sophisticated talents. The talent input of the enterprise is in a good situation. The development of the enterprise is taking a relatively good supply of expertise.

Market salary level analysis. Shandong Haiwang Chemical Co., Ltd. is a chemical enterprise that needs to have a certain degree of essential labor employees and a sure guarantee on labor costs. This is not a very difficult problem because of the company's own needs. The production activities of enterprises require a large amount of necessary labor. The salary level of these people is relatively low and will not become a burden to enterprises' development. For high-quality mid-level management talents, the salary level is average in the market environment. In terms of enterprise development, enterprises continue to increase investment in technology research and development funding. The company has now obtained many patented technologies, which has great competitiveness in the market competition, has excellent economic benefits.

4.1.3 Social environment analysis

The social environment is the precipitation of values and culture and has stability. Many elements make up the social environment, such as the number of people, age structure, income, cultural traditions, etc.

Cultural factors are an essential aspect of social environmental factors. For companies, they are not necessarily important factors, but they have a certain degree of influence on enterprises' development and need to be paid attention to by enterprises. Haiwang Chemical is a family business. The central cultural core is the family culture. However, because of its own development needs, the company needs a lot of essential labor assistance. It does not have much impact on the company's own culture. The salary treatment level is the main influencing factor. For the management personnel of an enterprise, a fair corporate environment and salary level are critical influencing factors, which require the enterprise to have specific requirements for its

development. The human resources management department should make a reasonable plan for the enterprise's human resources, formulate enterprise behavior standards and work standards, and regulate enterprise personnel's behavior. This is a problem that requires careful consideration by business owners and needs to be valued by the business's management.

The rapid economic development has increased the people's wage income, and the family's financial situation has been continuously improved. Nowadays, people's lives are becoming more fruitful and more productive, and the quality of life has dramatically improved. People's concept of life and material needs are continually changing. Haiwang Chemical products are widely used in the market and are essential raw materials for many products. There are fewer suppliers of products in the market, and the market has a unique demand for commodities.

The demand for human resources in enterprises is polarized, requiring both a large amount of necessary labor and a large number of highly skilled professionals. For high-end talents in the industry, the company has a professional technical team with a certain amount of talent reserves. It can provide timely guidance and solutions to problems encountered during product production.

4.1.4 Technical environment analysis

As far as the technical environment is concerned, Shandong Haiwang Chemical Co., Ltd. is the first batch to enter the industry. It has continuously increased investment in technology research and development during its operation and development. After years of scientific and technological research and development, it now has many critical patented technologies and has decisive technical advantages. The existence of an enterprise is enormous pressure for other competitors. Shandong Haiwang Chemical Co., Ltd. has substantial functional benefits in the field of enterprise products and is one of the leading suppliers in the current product market. Because of the particularity of the product and industry, the product's production is severe, the sales channel is narrow, and the development of the new company has a significant disadvantage. The company cannot develop effectively. For this reason, the current potential competitors and substitutes on the market, there are few producers.

With the development of science and technology, and changes in the market environment, fierce competition in the market will become more significant. For an enterprise, the core technology is an essential guarantee for the enterprise's market competitiveness and a primary, necessary force for the enterprise to develop and grow.

4.2 Internal environment analysis

4.2.1 Proportion of human resources

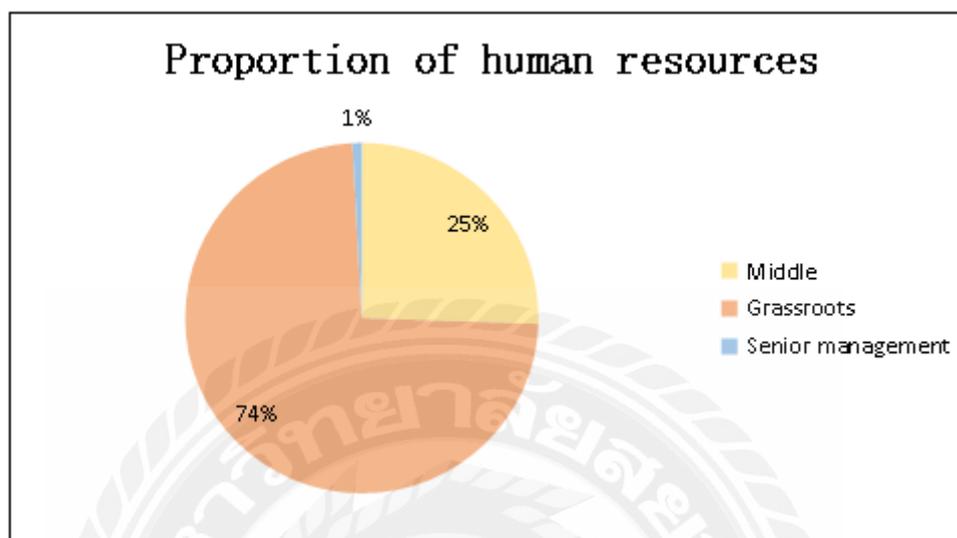


Figure 4.1 Proportion of human resources

Shandong Haiwang Chemical Co., Ltd. currently has a total of 952 personnel, including 8 senior management personnel, 243 middle-level personnel, and 701 basic-level personnel. Since the company's primary business is chemical raw materials and chemical manufacturing, the industry is relatively unique, so most of the personnel are male. The proportion of female staff is not large, mainly distributed in the finance department, technical department, and office. In the human resources allocation of the enterprise, there are 170 employees aged 20-30 years old, 490 persons aged 30-40 years old, 231 persons aged 40-50 years old, and 61 persons aged 50 years and over. The reason for this is human resource allocation. (1) Projects operated by the enterprise are mainly in the chemical industry, and most positions do not require too high a technical level. (2) There are many repetitive processes in the production process of the enterprise. Employees with work experience are more in line with the needs of enterprise development, so there are not many young employees. Some of the young employees are reserved for the enterprise. (3) The establishment of the enterprise is earlier. Most of the employees aged 30-50 have experienced the enterprise's development process, have sufficient work experience, reduce the enterprise's development cost, and save the enterprise fund. People of this age work more seriously. Besides, the salary of the company is good. The employees are more enthusiastic about their work. (4) Most people over the age of 50 are corporate sponsors and middle management personnel. The work experience and social experience of these personnel are sufficient, and they have a high working ability. They can coordinate and solve problems encountered in the development of the

enterprise. They are a vital force for development.

4.2.2 Staff education structure

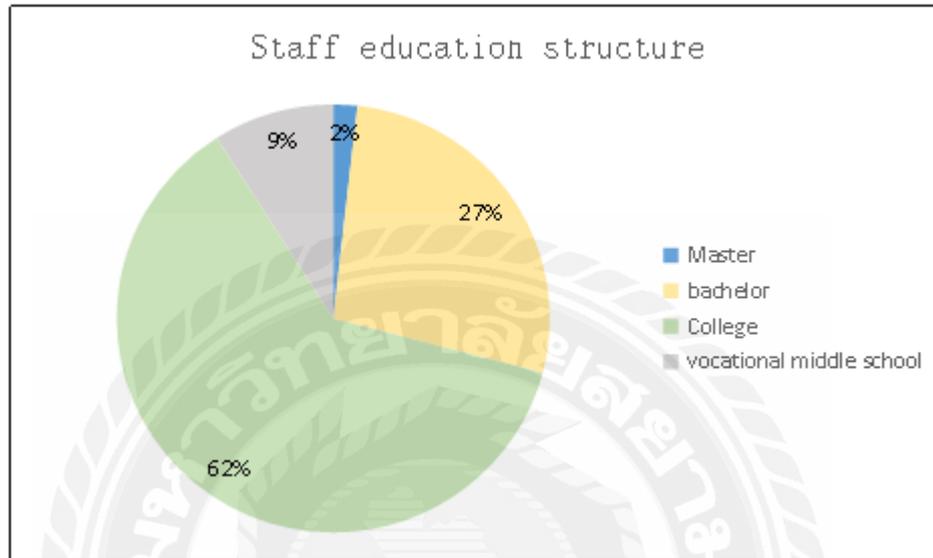


Figure 4.2 Staff education structure

The company has 17 masters, 260 undergraduates, 589 junior colleges, 86 people in secondary school. The human resources allocation of the enterprise is mostly specialized and requires a unique work experience. There are fewer people with master's degrees, and most of them are distributed in the enterprise's technical department and quality supervision department. The number of people with bachelor's degrees is roughly one-third, and most of them are responsible for the production technology and translation of foreign companies. Generally speaking, the educational level of the employees of the enterprise is still low, because the enterprise is a processing and manufacturing enterprise, most of the positions do not have high academic requirements, and the amount of wages and salaries is relatively low, which is challenging to attract bachelor degree or above. And from the perspective of the enterprise's organizational structure, the enterprise does not have a human resource department. However, the company has a specific understanding of human resources, and it is not strong enough. This is also a reason for the phenomenon of low personnel education in enterprises.

4.2.3 Number of employees

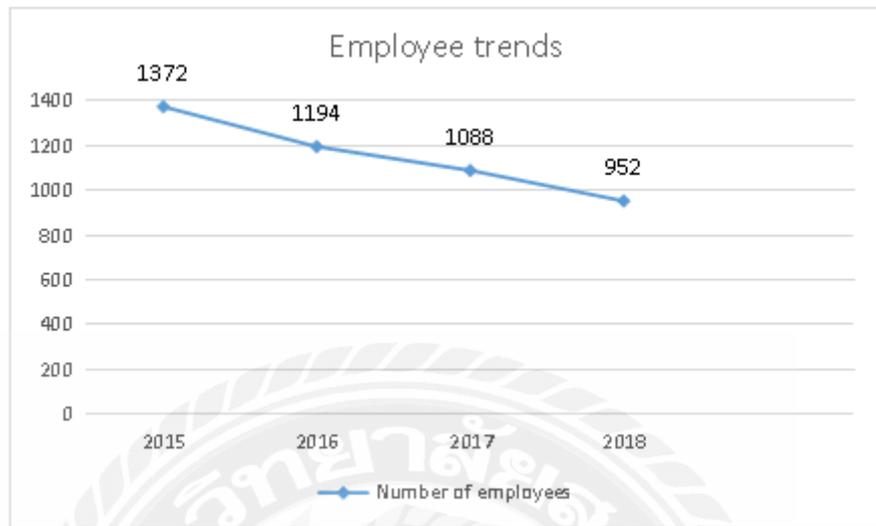


Figure 4.3 Number of employees

As can be seen from the above figure, in the continuous development of enterprises, the allocation of human resources is continually being adjusted. The personnel structure is also becoming leaner.

4.2.4 Employee seniority

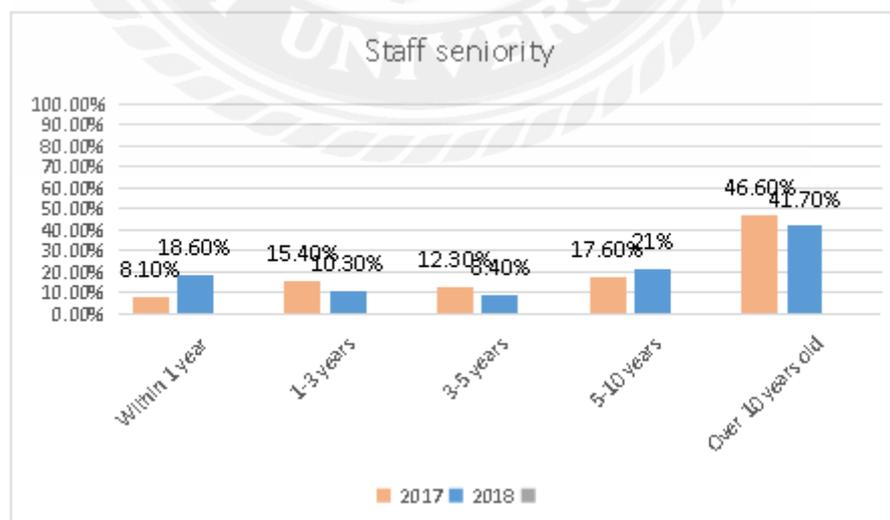


Figure 4.4 Employee seniority

From the human resources composition chart, we can see that the company's staff

tend to be younger, and the number of new employees is relatively large. On the whole, the aging situation of enterprise employees is still relatively obvious, lacking new power. Although the new force is weak, it has been dramatically improved compared to the previous year, indicating that the company has noticed this problem. The rejuvenation of enterprises is more about training middle-level managers of enterprises. If enterprises want sustainable development, they also need to pay attention to this aspect of strength.

The setting of human resource management institutions. In more than ten years of the enterprise's rapid development, the enterprise has achieved excellent economic benefits. It has substantial resource advantages and operational advantages in the same industry. The company once increased investment in technology and capital and achieved excellent results in domestic and foreign markets. In the enterprise's organizational structure, we can see that the enterprise itself does not have a separate human resources management department, and the company's canopy management staff performs the company's human resources-related work. According to the information collected, there are several reasons: (1) Enterprise founders and investors have extensive work experience and social experience before founding it. The company's senior management personnel are shareholders and investors of the company, the number is large, and the number of children in the family is also relatively large. In the process of enterprise development, the cultivation of family personnel is also paid more attention, so it has a specific talent reserve. (2) The company has a good reputation in the industry. Due to the enormous demand for its products at home and abroad, the company's product sales are very stable, and they will have excellent economic benefits every year. (3) In recent years, the company has spent a lot of money internally to build an excellent management team. The organization personnel has rich work experience and professional skills in the industry, which provides a guarantee for the company to grasp the industry's development trend accurately and offers essential talent support for the company to expand its business scale.

For these reasons, the company has not set up an independent human resources management department. The company's recruitment work has always been the responsibility of the company's senior management, the construction of the human resources management department is vacant.

4.2.5 Enterprise recruitment situation

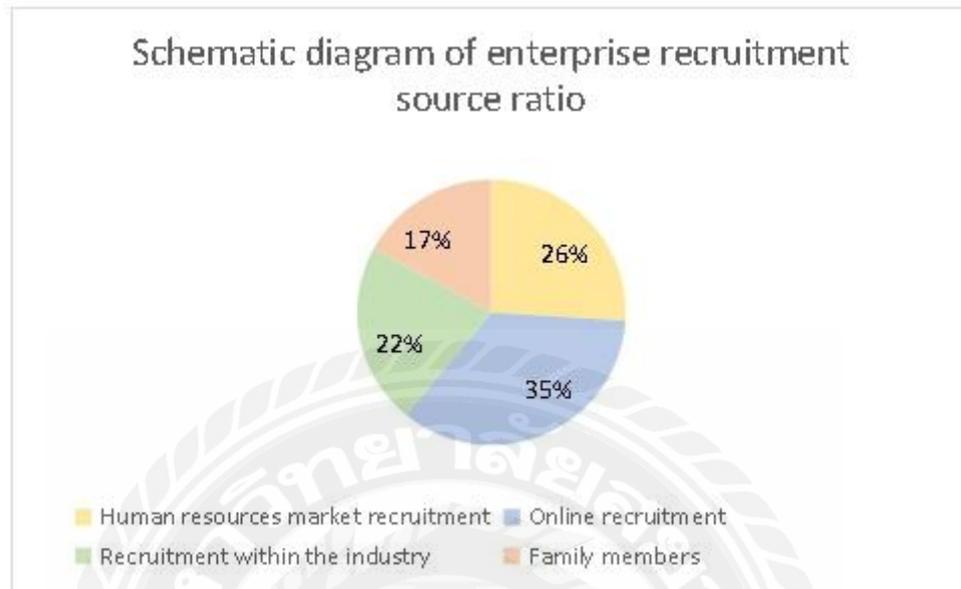


Figure 4.5 Enterprise recruitment situation

Enterprises have not formulated regular recruitment activities. The company has been in a state of real-time recruitment. Most grass-roots positions are recruited through online recruitment or the human resource market. Most of the middle-level places are family members. Among the company's current employee system, 35 % rely on online recruitment, 26 % recruitment in the human resources market, 22 % recruitment within the industry, and Family members are included in 17 %. Such recruitment methods and processes are prone to certain defects. This state of recruitment does not necessarily reflect the true needs of the company.

4.2.6 Proportion of middle management

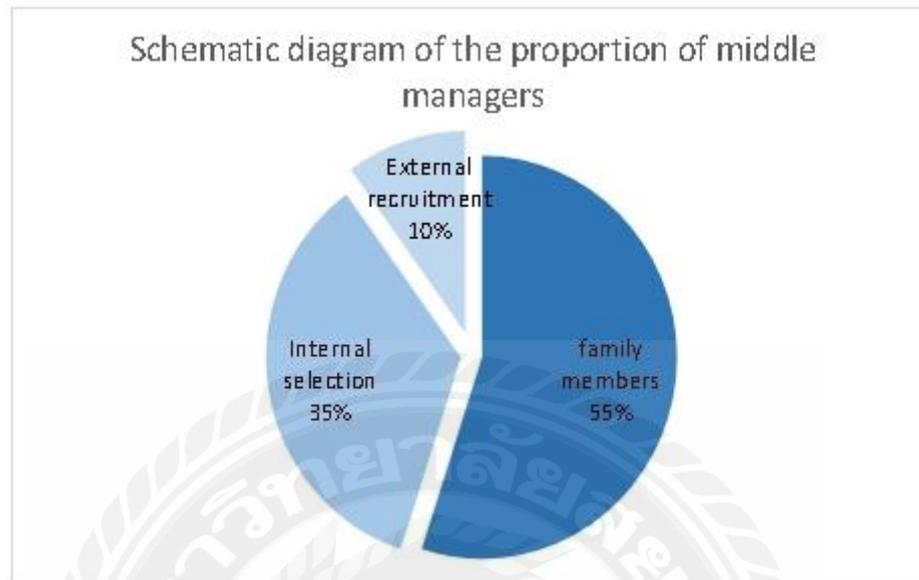


Figure 4.6 Schematic diagram of the proportion of middle managers

We can see from the schematic diagram of the recruitment source ratio, the proportion of family members included in the company, and internal recruitment is still relatively large, and the recruitment method is relatively simple. Most of the middle-level management personnel are family members and family members of the enterprise management personnel. The recruitment of staff is mainly based on the needs of the position, and the enterprise has fewer reserve talents.

Enterprise employee training Social progress is developing too fast now, and market competition is becoming fiercer. The development of an enterprise needs to strengthen the control of product R & D and quality, but the internal construction of the enterprise also needs to be continuously enhanced. Companies need to pay more attention to employee training, in terms of recruitment, most of them have three years or more than three years of work experience, new employees will also be trained for about a week to understand the company's culture and work content to adapt to related work faster. There is no individual training for one person. It lets the old employees lead the new employees to observe and study for a week, familiarize themselves with the working environment and process, and then arrange the specific work content.

4.2.7 Employee salary

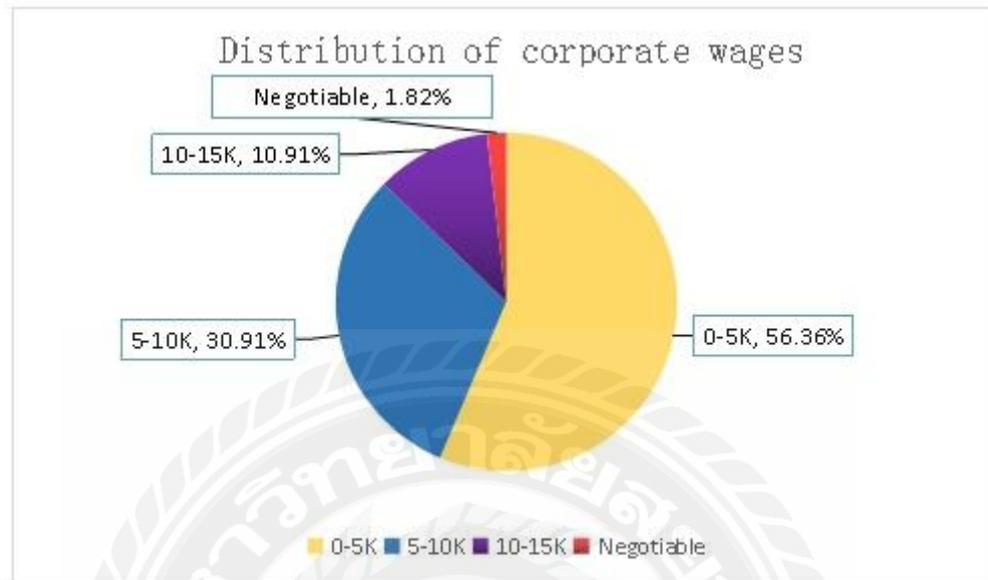


Figure 4.7 Employee salary

An enterprise employee's salary is roughly composed of five parts: basic wage, bonus, performance salary, subsidy, and welfare. The payment of a specific wage needs to consider the particular situation of employees and enterprises, depending on the position, the pay and performance of employees will be different. The enterprise's year-end bonus and the welfare benefits also need to be determined according to the enterprise's economic development that year and are not stable. In the early days of the business establishment, the external staff has a fixed monthly salary, the founders of enterprises and major investors mainly receive dividends based on the benefits of the enterprise, the initial investment of the enterprise is enormous, and it is in a state of loss for a long time. The executives of the company have not been too high-income or non-income for quite some time. With the continuous development of enterprises and the constant improvement of economic benefits, the company has adjusted and improved salary situation. In addition to fixed wages, according to the different positions, some adjustments were made to the number of salaries, the basic wage available for each post was established, and performance evaluation and various benefits were added. So far, the average salary of an enterprise has reached 7435 CNY per month.

4.3 Analysis of enterprise human resource management issues

With the development in recent years, technological innovation has become an essential driving force for the development and progress of enterprises, establish a

technical department, increase investment in research funds, develop and apply for technology patents, technological innovation has become the main focus of Haiwang Chemical and has many patented technologies. Science and technology have become a vital and essential force in the development of production. Under the current harsh environment, market competition has reached a depth of accuracy. Enterprises want to survive and develop opportunities. This is a comprehensive process. Technological innovation is significant for the development of enterprises. The innovation of the enterprise human resource management system is also crucial. Ask questions here to elaborate.

4.3.1 The concept of human resource management is vague

With the rapid development of social economy, the concept of human resources has been noticed for a long time. Shandong Haiwang Chemical Co., Ltd. has recognized this problem in the event of enterprise and hired talents in the industry. Although the enterprise has some personnel positions, it does not have an independent department. The enterprise has a specific understanding of the concept of human resources, but there are still deviations. The enterprise does not make a useful distinction between the definition and responsibilities of human resource management. Human resources management and personnel management have the same place; their research objects are people. But the relationships involved are different. Human resource management includes personnel management. Personnel management is a part of human resource management. There are subtle differences in a management perspective, job nature, management focus, and career requirements.

(1) Management perspective. In personnel management, human resources are usually the definition of tools and costs; everyone has a corresponding use and has value; in human resource management, human resources are resources. The two perspectives are different. Tools and prices mean that people are goods, cut costs, and have no emotions. For example, some enterprises adopt extreme management methods and only talk about performance. Do not consider other factors. From the perspective of human resources, human resources can be developed and utilized, and can be reasonably managed.

(2) Nature of Work. The personnel department's work is mainly about the management of people, and in terms of administrative affairs, its personnel is mostly responsible for senior leaders. The human resources management department's work is mainly based on the strategic decision of the enterprise, which is the direction and purpose of the work of the social resource management department. The human resources department includes the personnel department's relevant work, responsible not only for senior management but also for the entire enterprise, the development,

and utilization of human resources is the focus of the social resource management department. It can be said that the human resource management department is not only an administrative department of personnel but also the staff of the entire enterprise, escorting the implementation of strategic decisions of the enterprise.

(3) The focus of management. The personnel department's work emphasizes the core of things, the deployment of whom, all management activities emphasize the smooth progress of things. The work of the human resource management department emphasizes people and the core. The entire human resources management department serves people and is more inclined to the role of nannies. All the work is centered on people.

(4) Professional requirements. The personnel department is dedicated to the professional needs of personnel, people working in the personnel department are often single elites and experts in personnel management. They do not know much about other departments. The staff required by the human resources management department are multifaceted, and it is necessary to understand the work of other departments continually. Not only to be proficient in the work of personnel management but also to understand the operation and management of the entire enterprise.

There are a few apparent differences between personnel management and human resource management. The management affairs of the enterprise are complicated. Personnel management tends to point mainly for a single individual. Human resource management tends to be the whole, which is realizing the enterprise's overall goals and the coordination and cooperation of the entire team of the enterprise. Personnel management is generally traditional, attaching importance to the management of affairs, and excellent personnel management is hugely beneficial to the enterprise's development. After all, the enterprise is everyone's enterprise. The development of an enterprise depends on everyone's development. However, the role of a single point-to-point management model is relatively limited, and the value created has limitations. Traditional personnel management is based on human management experience. Experience is a summary of past events. Knowledge can help us work in the future, but it does not apply to all future situations. Experience is a very invaluable treasure and has an important meaning, but the experience can also contain errors. Human resource management is the overall management of the enterprise. It is standardization, institutionalized and all-around. Human resource management needs to consider not only issues discussed in personnel management but also problems that are not found in personnel management. Human resources management is tedious and complicated, it not only needs to solve the issues of hiring, and retaining people in enterprises, but also needs to address how to make these people achieve the most considerable enthusiasm for their work, have a work enthusiasm, and how to regulate

their management to build an elite team reasonably.

In the process of enterprise human resources construction, many functions of human resource management departments are not able to perform better and are subject to many constraints. This is because the human resource management department is a comprehensive management department. It inherits the responsibilities of the personnel department in the past. It is also the personnel department.

Family business problems lie in the authority of enterprise management; there are not decentralized management; most of the management authority is still in the hands of a few people. Here, management power is relatively concentrated. This will inevitably constrain the development of the human resources department, and the work cannot be carried out, increasing the resistance of enterprise development. The development of an enterprise needs to be tightly integrated with the market, and the shortcomings of the enterprise must be treated correctly. Human resource management is a place that enterprises must pay attention to, and cognitive changes can change the stagnant state of the enterprise and gain new vitality.

4.3.2 Serious family businesses

In the early days of the company's establishment, the company's internal members were mostly the founders' brothers, sisters, and relatives. This kind of organizational structure can improve enterprises' survival rate with high probability and filter out many management difficulties of enterprises. The transmit to those above and those below and release speed is fast, conducive to the management of the enterprise, and the communication of high-level commands. There are no redundant links, and the operation efficiency of the enterprise is high. This typical family structure runs throughout the enterprise. After continuous development, enterprises begin to grow, expand in size, and increase in personnel. In the face of fierce market competition, enterprises must change. Set up a technical department, increase research investment, set up a human resource management department, and attach importance to human resources management. However, family management's organizational structure always affects the enterprise. From the parent company to the subsidiary company, from top management to middle management, the family atmosphere will be powerful. Among these managers, due to the reasons for the times, most family members' cultural level is not high. After the company grows and develops, such a situation resulting in a low cultural level of the entire management and poor management quality.

The concentration of power is necessary but too concentrated, but unable to exert the advantages of centralized power is not conducive to the development of the organization. In family-owned companies, the proportion of professional managers is

very small, or none. More than 70 % of global companies are family businesses. Family-style of the family business model has tremendous advantages, but if its de organizations' developments no limit will magnify the enterprise's problems infinitely. Under the influence of emotions and moods, personal factors greatly affect the environment of the enterprise and the development of the enterprise. Enterprises are prone to formulate unreasonable rules and regulations and are opaque and unfair in terms of wages, bonuses, and benefits. Emotion limits the optimization and development of human resources and hinders the sustainable development of enterprises. Healthy enterprises value the development and utilization of human resources. If the enterprise cannot make full use of human resources and restrict the optimization and development of human resources, the undesirable factors generated during the development of the enterprise will gradually undermine the order of the enterprise and the stability of the environment, severely impact the work enthusiasm of employees, and even cause brain drain.

Technology is a primary productive force. Many companies have hierarchical severance of high and new technology, and their development strategies are also shifting to high and new technologies. However, the problem of enterprise development is still that the traditional labor-intensive structure restricts the enterprise. A large amount of essential work requires human resources to be completed. Although many companies have their scientific research results and have obtained many research patents, this is only at the scientific and technological research and development level, and production still requires a lot of work to complete. Without people, companies cannot carry out production activities. The problem of the human resource component of the enterprise is still a single structure, and there is a large number of personnel with low educational background. This is an essential issue for the company to build human resource management. Shandong Haiwang Chemical Co., Ltd. is a high-tech enterprise but also a chemical enterprise. High and new technology only exists in the research and development of science and technology. However, a lot of mechanized equipment was used in the production process. The demand for necessary labor for enterprises is still great, and many production links require human resources to complete. In general, many private enterprises do not need personnel with a high educational level and education level because a lot of work is repetitive. Unnecessary recruitment, even top education personnel enter and do the same repetitive work. There is no difference between the two. Higher education also needs to pay higher wages, and companies are also reluctant to pay higher fees, increasing the capital expenditures of enterprises. Therefore, high-quality and highly educated personnel are unwilling to come, and companies are also reluctant to recruit. The development of enterprises in human resource management is minimal.

Most private enterprises in China have common family problems. An institution

in the United States has researched the issue of family-owned enterprises and found that the problem exists in two-thirds of global enterprises. The family structure of an enterprise does have an advantage in the development of the enterprise. But this structure is natural to ignore the problems that arise in the development of the enterprise, even deliberately ignoring and not paying attention. In some essential large and state-owned enterprises, the structure of employees is perfect and precise, with clear standards and norms, from the senior general management to the head of the department at the next level, to the middle management in each department. To the essential employees of each department, there is an evident and apparent structure system. Most of the companies with dangerous families do not have this kind of architecture. There is no clear division of labor between departments, no clear responsibilities, and the centralization of management power is dangerous. Or many people have chaotic rights, there is no clear hierarchy between the management personnel, and everyone is a relative, for example, the uncle is the chairman of the enterprise, and the employees are all sisters, uncles, and aunts. In personnel management, enterprises will inevitably have a variety of problems, even the question of internal power struggle. These problems will also lead to the phenomenon of a single employee structure and a low personnel education level. Without fresh blood injection, the question of the corporate brain drain would be more serious. This kind of problem is tedious and complicated. China is a society of human relations. If it is solved well or not, it will cause trauma to the enterprise. How to solve it is an important issue that needs to be considered by family-owned enterprises.

4.3.3 Unclear enterprise recruitment

Businesses have general problems with family-owned companies in recruitment. The management's family members are concentrated, and the company's average cultural level is low. The personal cultural level is not equal to personal workability; the enterprise's development is more dependent on the display of personal ability level. Lenovo, a well-known company, does not set educational thresholds for staff recruitment. Whether it is a Ph.D. or a master, full-time, or self-study, all are selected according to workability. Although education is not a standard for employees' workability, improvements in school can help employees improve their workability. The higher the educational level, the higher the horizon, the higher the experience, the new ideas, the higher the new understanding. Nowadays, the market competition environment is intensifying, and an enterprise can't have insufficient high-quality talents, if an enterprise wants to develop, it must make effective supplements in staffing.

Recruitment is an essential way for companies to obtain fresh blood. If there is a problem with personnel recruitment, the company will have serious health problems.

Enterprise recruitment is an essential part of enterprise development, and experts need to have higher professionalism and cultural literacy. High-quality talents can guarantee the quality of enterprise recruitment to a certain extent. The enterprise is a whole, and the development of the enterprise is a whole. The enterprise has the following problems in personnel recruitment:

(1) Recruitment attitude

The recruitment attitude of an enterprise determines the quality and level of the recruited people. Recruitment is not a one-way process; recruitment is a two-way process. In this process, enterprise recruitment is mutual, which is also something that companies tend to overlook. This is not only an application from an employee but also an application from a company. Rejections are emotion and attitude that needs to be expressed in time. Lack of communication will cause losses to both parties. Some employees have resigned within a month. This phenomenon is sufficient to explain some of the problems. Integrity is an important image of a company. In the recruitment process, many unethical companies use fraud and false propaganda to achieve recruitment purposes. This way of doing or making a thing is wrong. After talking about the various conditions in the interview process, bad companies began to make multiple promises to job seekers, such as career prospects, salary conditions, and benefits. However, when candidates enter the job position, they encounter many restrictions and obstacles, and the conflict between the company and the employees intensifies, causing the employees to leave the company within a short time after entering the job. The company wasted resources and destroyed the external image.

(2) Highly family extent

Family-oriented companies are more inclined to family members in terms of personnel acceptance, thinking that they are more loyal in doing things. Even if there are problems, they are understandable and tolerant. Family-owned companies are members of the same family when they are appointed to the top of the company. There is a lot of nepotism in the organizational structure of the entire company. There is no need to go through the detailed selection process for personnel recruitment and report directly to the personnel department. The enterprise's family is not wrong, but too many companies only value the benefits of family and ignore the risk. Such people who enter the enterprise through the process are generally not active in their work or business. Moreover, it is easy to arise and suppress the phenomenon of the same level manager or higher manager, and nepotism is easy to cause employees to reverse the situation in management.

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(3) Recruitment efficiency is low and non-formal

The rapid development of the enterprise will cause a gap in the company's human resources so that it has a higher demand for necessary personnel and middle managers. The talent pool within Haiwang Chemical is scarce, lacks a perfect talent pool, and often needs to recruit people from outside. The company exists a human resource shortage phenomenon, and there is a shortage of alternates.

An enterprise's recruitment work is generally handed over to the personnel department or human resource management department. The enterprise has not established a separate human resource management department, and the recruitment work is often handed over to the personnel commissioner. To obtain personnel more quickly, companies have long been in recruitment status, waste of time, and effort, the quality of hiring is difficult to guarantee. In the recruitment process, recruiters are usually more subjective, often the interviewer recruits different people, and the recruiter has the absolute right to choose a candidate. The person in charge of recruitment also often lacks communication with the specific employing department. There is no standard and planning for the recruitment process, but the entire recruitment process is completed mechanically. March, April, July, and August are the peak season for recruitment, March and April are the years, and July and August are the graduation season. A large number of companies would choose to recruit personnel in this matter. Because this is the peak recruitment period, there are a large number of applicants. Although companies hire at this time, the corresponding personnel is not sufficient. In the face of a large number of resumes, they cannot be rationally and carefully screened. With the advancement of technology, many companies choose the network in the delivery method, the applicant sends the resume to the corresponding mailbox, and the computer completes the screening work. The resume after the initial selection is screened by the recruiter and notified of the interview, which reduces the recruiter's workload. Computer screening is very efficient, which significantly reduces the recruitment process's workload, but it is not without problems, such as the situation of not filling and fraudulent filling. Many companies like to recruit on campuses. They think that students are more unaffected,

have a shallow social experience, have higher work enthusiasm, and are easy to manage. Graduates are approaching graduation, and there is a strong demand for work. Still, excellent students are a small number after all, and excellent results do not mean that their social experience is shallow, and poor stability is the main feature. Enterprises need to pay for leaving such personnel. The cost is also very high; it is an investment in talent. In contrast, many students are not outstanding, so many people's resumes have nothing to write. It is easy to pay attention to and fill out at random, choosing a company to join the job arbitrarily. Social recruitment is the primary recruitment method for enterprises. Still, it is easy for bad candidates to forge resumes to increase the probability of screening through computers and improve interview opportunities. These subjectively conscious behaviors are indistinguishable from the computer, and it is difficult to guarantee the quality of the interview. Lightening the screening work in the early stage but increasing the interview work on the later stage makes it more difficult for companies to screen personnel.

(4) The disconnect between corporate recruitment and corporate demand

Lack of communication is the most important reason for increasing corporate recruitment expenditure.

The company's demand for talents is visualized, the feeling of feeble is obvious. What is wrong with the process, who is missing in which position, the management at all levels of the company is evident and understand the situation. The company knows that its development needs talent and that it needs to recruit talent. But in the choice of personnel, the company began to be confused. Mr. Long Gu wrote in his work "Seven Weapons": "The person who knows you most often is not a friend, but your opponent." It can be understood in this way that the opponent will continue to expand your shortcomings, looking for weaknesses, own ignore their own shortcomings more.

Everyone knows of their shortcomings and needs, and so is the enterprise. Avoidance is not a good solution. To meet the recruitment needs of enterprises and save capital expenditures, it is common practice to increase the requirements of academic qualifications, titles, and various certificates and limit the conditions to increase the probability of obtaining the required personnel. Survival is the main theme of the era. For enterprises to survive, this is especially true for individuals. Now people and society are very hasty. Wealth has become the main concept, there are many talented people, and the development of enterprises must require talent, for example, the Qin Kingdom during the Warring States Period, Qin's power is the appointment of many talents. The Warring States period was a very interesting period, and the Warring States period was also extremely chaotic. Wu Qi, one of the top ten generals in the Spring and Autumn and the Warring States Periods, a rare talent during the Warring States Period, was called the "Yasheng" of the Soldiers. Still, Wu Qi is

also a rare person with corrupt moral character in the Warring States, corrupt, unfaithful, unjust, unkind, and filial. He even killed his wife to gain military power. Wu Qi is a powerful general, the only person who can resist or even counterattack into Qin at the same time, Wu Qi is also a typical talented person with no virtues during the Warring States period, the appointment can bring significant benefits and make the country prosperous, but it also needs to have the existence of people who can manage it. It is a double-edged sword.

(5) No feedback mechanism has been established

There is no feedback mechanism within the enterprise. The feedback mechanism is an important system, and feedback is essential. People-to-people communication is more about intercourse, and wherever you come, there must be intercourse. When the company is recruiting staff, few companies provide timely feedback to the rejected person. More is to ignore it and send an introductory email or newsletter to the applicant hired to inform the interview or join the job. In the current environment of the rapid development of society and technology, it is an easy task for groups to send newsletters. It does not consume too much time and energy, and the capital consumed is also minimal. This is more of social care. The lack of mechanisms shows that enterprises still have many aspects that can be improved, which is the driving force for enterprises to improve themselves continuously.

4.3.4 The enterprise human resource management system is not perfect

The survival and development of an enterprise are difficult. In the initial stage of Haiwang Chemical, the growth was more dependent on the founder's interpersonal relationships, which also laid the foundation for the enterprise's family structure. The limiting factors determine the form of an enterprise, which is the main reason for the formation of family-owned enterprises. The family-owned company has a stable internal environment, strong cohesion, concentrated power, and fast command transmission. The operation efficiency of the enterprise is high. The enterprise can quickly find its development direction and produce economic benefits. During this period, due to the high concentration of corporate rights, the company's founders had the highest decision-making power in the enterprise. In the enterprise's development and decision-making, the founder of the enterprise was often decided by one person, and the fate of the entire enterprise was tied to one person. With the development of the company and the increase in economic benefits, the company can't be fully included in the members of its own family. In the face of vacancies in various positions, the company needs to recruit external personnel to work. However, the concept of family-owned enterprises is deeply rooted in people's hearts. Existing family members are generally concentrated in high-level and middle-level management positions, and there are relatively few grass-roots personnel. As external

personnel gradually enter, internal and external conflicts and conflicts will appear.

Enterprises do not trust outsiders, and outsiders are not reused. This kind of distrust would cause companies to close up channels. Over time, the promotion is hopeless, the outsiders will choose to leave, and the company has a brain drain phenomenon.

Family members hold absolute power in a family-owned company, and the human resources of the company are short-lived. Due to the influence of the family, the cultural literacy of the management personnel of the company is not the same. The concept of human resources exists only in the literal itself, without going into an in-depth interpretation. In terms of application, attitude determines the way things are done. Managers tend to use more tools than others. Enterprises do not have perfect standards and systems for talent acquisition and appointment or long-term plans. The overall level of human resource management is relatively low. With the continuous improvement of the quality of life, the demand for people will continue to increase, and the family-owned enterprises themselves are subject to more constraints. Confusion and randomness in personnel management and keen subjective consciousness hinder the construction of the entire human resource management department of the enterprise. An imperfect human resource system cannot adapt to a hostile external market competition environment or enterprises' development needs. Extreme family businesses are more repulsive to outside talents and cannot motivate employees to struggle.

Many factors are affecting the imperfect human resource management system. One of the main problems facing family businesses is the massive loss of talent. The development of enterprise needs people, and the failure of abilities becomes a problem. If there is demand, it must be met, and if there is a problem, it must be solved. The loss of talent makes companies need to recruit new talent continually, and the existing system will lead to a continuous loss of ability. The round-trip situation wastes a lot of human resources, material resources, and energy for the enterprise raises the enterprise's human resources cost and forms a bad cycle. But in addition to the real leadership of the company, other family members hardly consider the cost. The enterprise's waste materials have little to do with them, and family members generally lack a sense of responsibility for their position. The imperfect human resource system is prone to cronyism, there are other phenomena inside and outside, and the blood relationship is constant. The situation that arises is that the lack of professional qualities of management personnel improves the turnover rate of staff. The process of circulation will increase the negative influence of the enterprise and bring losses to the enterprise. Enterprises have not only lost excellent employees but also lost technology and experience. Higher staff turnover rates will also affect the order and stability of

the enterprise. The unstable atmosphere is destructive and is prone to self-endangerment.

Due to their own development needs, family founders will appoint a large number of family members and appoint them to various vital positions to maintain a high degree of control. In the later development of the enterprise, although the requirements of the state have established a modern organizational structure, it has played a limited role, most of which are like a dummy. The degree of centralization of the enterprise is high. In a standard corporate structure, an enterprise should have an independent supervisory body, such as a supervisory board. In family-owned enterprises, because the board of supervisors is mainly composed of senior management, the middle and high-level managers of the enterprise are mostly from the same family. In actual supervision, because of the existence of kinship, it cannot play a perfect supervisory role. The family management of an enterprise makes simple control more prevalent within the enterprise, and many rules and regulations have no specific provisions.

4.3.5 Lack of training awareness and weak training

Through its continuous growth, Haiwang Chemical has continuously expanded its scale, continually improved its economic benefits, and changed its employees' needs. Haier Company once said that an enterprise is a person, a person is an enterprise, and the person is the most valuable asset of an enterprise. Enterprises need to continue to develop, the market is continually changing, and employees also need to increase their human capital continuously. The scale of the enterprise is continuously expanding, the economic benefits are steadily improving, and the growth of the ability of the enterprise's employees need to meet the development needs of the enterprise. This requires not only the efforts of the employees themselves but also the company's attention. Because of the rapid development in the early stage and the incomplete infrastructure construction of the family-owned enterprise, there will be apparent weaknesses in the later enterprise stage. In recent years, the national team's small and medium-sized enterprises have become more critical, and various regions have different policies to support them. Many enterprises insist that science and technology are the first productive forces, enterprises transform, promote innovation and development, integrate resources, increase investment in scientific research, and various measures have revived the vitality of enterprises. The enterprise's development must meet the needs of the times, the human capital within the enterprise must also make progress with the enterprise, and the knowledge structure and management level of the personnel must be continuously improved to ensure that there is sufficient source power within the enterprise. Because of the family-style organizational structure, it is far from feasible to rely solely on family members, and it

is also unrealistic to rely exclusively on external human resources. Therefore, enterprises must strengthen the proportion of employee training in their social resource management activities and pay attention to training issues.

Corporate training is an essential way for a company to grow and an opportunity for employees to improve their human capital. Through excellent training, employees cannot only enhance their abilities, but companies can also cultivate elite teams. Both enterprises and individuals have been improved and developed, and training is essential. General corporate training is mainly aimed at middle-level employees, and training for job skills is relatively simple. Now, even the most basic training is not available in many family companies. To reduce labor costs, companies often choose experienced old employees in the recruitment process and can work directly after a short period of familiarization. This is negligence and neglect of the company's employee training. There are many types of corporate training, including skills training and professional literacy and management levels. The enterprise training camp is a whole through training a single person to improve the organization's performance. Enterprise training is necessary. It is not only the growth of employees' capabilities but also the growth of enterprises.

As the size of the business grows, expand the size of family members. It is understandable. Enterprises are developing, and the economic benefits are increasing. To meet the needs of enterprise development, the internal personnel capabilities of enterprises also need to be jointly improved. In terms of personnel training, most family businesses generally do not pay enough attention to the coach. The study is a long-term process and cannot achieve immediate results. Moreover, the course is mostly undertaken by the human resources management department, due to the imperfection of the construction of human resources management system in family-owned enterprises, related activities cannot receive sufficient support and funding, and large-scale personnel training activities cannot be carried out. In the recruitment process, recruiting employees with work experience has become the first choice of the company; however, due to the blockage of corporate ascending channels and the high mobility of personnel, the cyclical process inadvertently increased the company's labor cost input, repeated increased costs were wasted, and funds were not effectively used.

At present, many enterprises have several problems in their training activities, poor organization, mandatory, and most of the time is on employees' rest days. The training method is the traditional face-to-face. The training content was not targeted. Arrange the training content at will, and there are no training plans. As the training target, employees are compulsorily participating in training activities and are also occupied with average rest time. The training content and process are monotonous and

boring. Employees are easily resistant to training activities, the content of the training is useless, and the awareness of receiving training is weak, thus refusing to participate in the enterprise's training activities. In the long run, employees pay less and less attention to exercise. Companies will no longer pay attention because of the small number of trainees, resulting in a reduction in the overall emphasis on training.

As companies pay more attention to training issues, many SMEs will also conduct corporate training, but most of these pieces of training are elementary on-the-job training, or a few dialogues, lack of specific skills training, the company does not have professional training personnel to take care of related matters, enterprises lack sufficient training experience, mostly based on company rules and regulations, familiar with the environment and work content. In the training process, there is a lack of appropriate supervision and management, and there is a situation where the leader starts the training, and the leader ends the exercise. No feedback after the training. Feedback is an important mechanism. The training organization should assess the preparation, and what expectations and results have been achieved. The discipline of an enterprise should be carried out according to its situation and needs and meet its survival and development needs. Appropriate training can have a suitable effect.

4.3.6 Analysis of the salary and performance task index

Performance is an important issue that directly affects employees' economic income at all levels of the enterprise. Any problem related to money in an enterprise is an important issue. Now almost all enterprises will implement a performance appraisal system. Generally speaking, years of exploration and research have made the development of the performance system quite perfect, without too many problems. There are several significant issues in the performance system.

(1) The performance appraisal of family-owned enterprises is mainly responsible for management. Such personnel usually have the absolute right to speak in the enterprise, and employees will not dare to resist. There are more private discussions and complaints about problems and doubts. There are few cases of directly looking for the theory of the boss, which exacerbates internal contradictions.

(2) Performance evaluation is not transparent and open. The purpose of the performance is to improve employees' enthusiasm, so the assessment standards and results need to ensure fairness, let employees know how performance is calculated, what the assessment criteria are, how to achieve high performance, and get rewards. Performance evaluation should not be biased. For example, it is vague about subjective consciousness performance evaluation standards without clear boundaries.

Performance evaluation should be fair, just specific, and quantifiable.

(3) Anchor point and technical control. An anchor point is like a ship anchor, which fixes the entire ship in place. An anchor is a crucial part of a boat, but an anchor point is not an example but a comparative and achievable example. In human resource management, standards are like anchors. McDonald's is a significant global multinational restaurant chain, founded in 1955 in Chicago, the United States, which has a 65-year history, McDonald's entered China very early. A large number of loyal users accumulated through coupons have been rapidly developed across the country. Now, almost every city will see the shadow of McDonald's. The performance of every McDonald's employee was very high. In McDonald's recruitment, the clerk recruitment qualification requires a junior high school or higher, and the store manager recruitment qualification requires a high school or higher. After these people entered McDonald's for a few years, they became the standard performers, and everything in their daily work can be standardized and completed with standardization. They have achieved excellent results and are welcomed by significant headhunting companies. McDonald's does this, standardizing the system, standardizing behavior, any store, anything, McDonald's has its standards. There are standards for item placement, standards for mopping, and standards for food processing. There is nothing at McDonald's that has no rules.

There is an organization in China called the Performance Improvement Association. They advocate a point of view to solve human control problems through technical control. For example, a bread machine needs to bake bread in five seconds. In this machine, you don't need to put the dough in, and it will automatically pop out in five seconds. In McDonald's, there is a rule that when hamburgers are made for fifteen minutes, no one will have to throw them away. When the incubator's door is closed, the timer starts and the timer will be reset as soon as it is closed. When the timer changes from green to red, the alarm will sound, and then the staff next to you will know that it needs to be taken out and destroyed. Solve many human control problems through technical control and improve management efficiency. McDonald's system, even if ordinary employees go in, can give excellent performance.

The establishment of the salary system is a necessary condition for the development and growth of the enterprise. The basic salary system is also the basis for maintaining the enterprise's stability. The main reason employees come to work for the company is to get money, employees do not get their due remuneration for work, there is a problem with the remuneration system, and the company has no proper human resource management and performance management. Under the premise of lack of performance, strengthening the enterprise's management and strengthening the performance system will only make the team collapse faster and dissolve faster, which

will not benefit the development of the enterprise and the team.

The salary of an enterprise should be reasonable and specific. In the United States, the annual income of CEOs of many companies in the United States is very high, but its employees rarely envy it. Because employees know the source of income of these CEOs, their salary and performance account for a minimal number of them. The rent is mainly derived from long-term compensation income, and revenue is obtained through options. However, there are also employees with options. It's just a matter of how much, and the employees still have high wages. Under this salary system, employees work for the company, and the CEO also works for the company. Everyone wants to get a high return on their benefits. I need to work hard, everyone is on the same front, in disguise, the company's CEO is working for employees, everyone is an employee, and everyone is a boss. Among domestic enterprises, there are fewer employees holding shares, and there are more criminal enterprises. The salary system is an essential point for the employees. Enterprises should be more transparent and open in this regard, reduce employees' suspicion, and better enable employees to recognize their shortcomings, what needs to be done to improve and supplement their abilities and skills, in the family business. There are gaps in salary between employees. The internal staff pays more, the external team pays less, the old employees pay more, and the new employees pay lesser. The wages are not paid based on ability, which causes many problems within the company. Salary management lacks transparency and fairness, which is also one of the disadvantages of family-owned enterprises in the management process. Senior executives inside family businesses often assign key positions in the business operations to members of the core family, guarding against outsiders everywhere, and distrusting them. Distrust is the leading cause of contradictions within the family business. This type of salary in the family business is prone to discord between internal and external personnel. The environment within the company is harsh.

4.3.7 Single corporate culture

The corporate culture valued by family businesses is mostly the "home" culture, emphasizing the concept of family members, and everyone struggles together and gains together. But people are complicated, and there are many uncertain factors, such as Lenovo layoffs in 2003. The purpose of the enterprise is to create economic benefits, and you can't create economic benefits. You have to leave. This is the case with family members, not to mention that they are not real family members. Employees are not here anymore about the concept of resources. Wolf culture is the core corporate culture of Huawei's enterprise, which was advocated by Mr. Ren Zhengfei. In nature, we know that wolves are social animals. Although wolves often move alone, they are the most united animals. There would never be a phenomenon of

giving up their companions and running alone. This level of understanding is also a decisive factor in the success of the wolves. When the group is acting, even if it is fierce, like a lion king, facing the wolf pack alone is difficult. Huawei's corporate culture and strict management systems have created substantial economic benefits for Huawei. Before this, the wolf culture had only been mentioned. Since 2018, this culture spreads widely. Many companies have followed suit and have learned from Huawei. Wolf culture is valued by many companies, and these companies know that wolf culture can bring considerable economic benefits to enterprises. They think this culture can unite the enterprise and bring in real money.

Corporate culture cannot be changed frequently. Today, the company is a family culture. Tomorrow, the company is a wolf culture. This is not allowed. The transformation requires a process. The wolf culture and the strict management system of the wolves are worthy of learning by enterprises. It will play a perfect role in promoting the development of enterprises. Do not make too many narratives about wolves, but wolf culture requires a specific understanding of the wolf pack. The wolf is fierce, but the wolf is also the highest achiever of all mammals. British zoologist Shao Ellis said: "Of all mammals, the most emotional person is the wolf; the most resilient person is the wolf; the most accomplished person is the wolf." This passage explains the characteristics of wolves and has a high evaluation of wolves.

The wolf culture application by Huawei companies has led private entrepreneurs to imitate. Wolf culture is a very excellent corporate culture, the wolf pack is a very close group, which is doomed to be learned by many companies. Most private enterprises in China are family-owned enterprises. Chinese companies have a universal familial tendency. They attach importance to the development of the family. Huawei was not an absolute family-owned company. Its employees have company options. Employees own the company's stock. Although there are restrictions, employees have high wages and benefits, and the year-end awards are abundant. They will work harder.

Companies that promote wolf culture must be aggressive. Otherwise, it is not recommended to implement wolf culture in the enterprise. Some companies have a wrong understanding of wolf culture. They don't want to establish a wolf culture together, but they want to have a wolf team for him to use. This is not a good idea. Under heavy money, there must be brave men. Warriors are born under ample funds, and so are the companies. Groups with no performance are not managed, and the salaries received by employees largely determine their work enthusiasm and the difficulty of team management. While learning about wolf culture, many companies only emphasize cultural construction and strict management methods, improve work intensity, increase the number and time of overtime, force employees to do

self-humiliation, test their compliance with the organization, etc. were all errors behavior.

The high-intensity work of Huawei employees is well known. Entrepreneurs learn about Huawei's strict management system and Huawei's overtime culture. But the wolf pack is whole. When the wolf king eats meat, other wolves watch, even the fierce wolf pack will soon die out. High pay requires the corresponding top return support. The wolf king is the core of the wolf pack, just like the chairman of the enterprise, but the wolf king could be openly challenged. The failed wolf chooses to stay or leave. Most of them decide to go. Even if they choose to stay, the wolf king will not bully their companion. In many companies, also as middle-level leaders, authority cannot be challenged. The wolf culture emphasizes absolute obedience and immediate execution. It has the meaning of prohibiting orders. Even if you don't understand the command or have no clue, you must execute it first and then ask. The entire team acts like a wolfpack, seeing the target is like seeing flesh and blood, bite tightly, significantly improving the offensiveness and motivation of the whole team. Through treatment, leader wolf, communication, responsibility, system, control, supervision, reward, and punishment, in terms of treatment alone, this is one reason for the restriction of many family businesses.

Chapter 5 DISCUSSION AND CONCLUSION

5.1 Countermeasures and suggestions

Human resource management is now an old topic, whether it is a large or small or medium-sized enterprise, a state-owned enterprise or a private enterprise, because the market competition is getting fiercer, and the development of most enterprises is not optimistic. Everyone has to start paying attention to human resources if they want to improve market competitiveness actively and passively wish to survive. Human resources reform is now the key direction of enterprise reform. The most important feature of a family-owned enterprise is its high concentration of power. The power of the enterprise is mostly in the hands of the founders and their family members. The internal kinship of the enterprise is complicated, and problems will inevitably occur in enterprise management.

5.1.1 Improve the enterprise supervision system and standards

(1) Improve the enterprise's monitoring mechanism. Based on the supervisors' board, the management authority is decentralized to the human resource management

department, and professional management personnel is hired to inspect the various affairs and activities of the enterprise from time to time and report to the upload.

(2) Formulate standards for corporate behavior. Management is not something that is talked about high and high, it is concrete and can be reflected in work. Any activity of an enterprise can set standards and improve the standard system. All the enterprise's affairs must have measures to follow, and employees will perform according to the rules. The establishment of standards should be specific and feasible. The standards come from the summary of experience and practice has proved whether the measures are attainable. Criteria are particularly crucial to the necessary level of an enterprise. Rules are the norm of behavior. With standards, the work becomes more specific. Even if several parts of the same job are dismantled, and different people complete different regions, the sum's efficiency and quality will not be very different from the original. If there is no standard, there will be no specific process for the job to follow. For the same position, different people will have different skills and results, and the corresponding quality will also be problematic. The development of an enterprise is an upward process. As the development enterprise's interior becomes more and more complex, this advantage allows people to collaborate to a maximum extent. Still, the more complex the system, the more vulnerable it is. The operation of the machine needs to be driven by the gears, and the action of the equipment needs to be run in. The standardized system can reduce the losses caused by running in enterprise development and ensure enterprise development's safety and speed.

5.1.2 Establish and improve the human resource management department

(1) Update management concept. The old thinking and old management models are no longer suitable for the current fierce market competition environment. Enterprises need to clarify the concept of human resources and make changes. Haiwang Chemical is an excellent company in the industry. According to the company's operating status, there are disadvantages shared by many family-owned companies. Enterprises need to break the original concept of personnel management and understand the importance of human resource management for the later development of an enterprise.

(2) Pay attention to the formulation of corporate strategy. Corporate strategies are an essential direction for the company's future development. A strategy guides all organizational activities. The "people, things, things" of an enterprise must conform to the enterprise's strategic decision. Enterprise strategy is the premise of human resource management and the goal and direction of human resource management.

(3) Establish an independent human resource management department. Human

resource management includes past personnel management, which requires its workers to be more difficult and complicated. It needs to have more professionalism and be responsible for handling various affairs related to the enterprise's human resources, not just the personnel work. The professionalism of the work and personnel of this department requires more requirements. The rest of the departments should not interfere with the work of the human resource management department in their daily work and do an excellent job of coordination between the departments.

(4) Clarify the importance of human resources. The 21st century is an era of rapid development. Whoever has the talent will have the key to opening the door to success. This era is the era of expertise, and human resources are the most precious resources of this era. During the decades since the reform and opening up, the society and economy have developed rapidly, and talents play a central role. Knowledge is wealth. Companies gain wealth. One is to rely on the conversion of labor, increase labor, expand output value, and obtain economic benefits. The second is to use advanced knowledge systems to develop enterprises, improve enterprise industrial innovation, and achieve economic benefits. Human resources are intangible assets of an enterprise, their value is priceless, and it has crucial significance and impact on the enterprise's internal environment and external environment. The family business has a natural sense of hostility towards foreign talents, and fears that external personnel endangers their status and interests. The kinship within the family-owned enterprise is complicated. The thought of exclusion against outsiders is secure, which is also the main obstacle encountered in the development of the family-owned enterprise.

(5) Establish a talent reserve database and improve the system of introducing talent resources. People are enterprises, and the development of an enterprise requires talents, and human resources are essential resources for enterprises. Companies shouldn't be hiring if they are missing. The first recruitment time is limited. Hasty recruitment can't determine the quality of personnel, too long time affects the work of the corresponding position. Second, during the recruitment period, employees' work efficiency will drop or vacancies will affect the work progress. The talent pool is very important this time. The reserve and introduction of talent is a system. The expansion of the production capacity of an enterprise depends on numerous external environments. The biggest limiting factor for the demand and development of talents is the enterprise itself. In the current difficult situation, only by introducing excellent talents can the development of the enterprise be further developed and strengthened. Only in this way can it be sustainable, win a bigger market, and obtain more economic benefits. For the inside of the enterprise, first of all, the human resource management department establishes files for the personnel of the entire enterprise and sorts them out. Secondly, the company's management personnel need a certain amount of precipitation, and need to have a better understanding of the company and work, so

that they can quickly get on the job, have a standard, and plan to carry out training activities for grass-roots employees to improve their workability and professional qualities to form an enterprise. Finally, give employees full opportunities for their development and optimize the internal promotion channels of the company. Internal employees are given opportunities where they want to compete for jobs. Internal employees have a good understanding of the company's development and have a certain sense of dependence. The appointment and promotion of personnel from within the enterprise can stimulate employees' work motivation and improve their knowledge of fairness and job expectations. Give full play to the influence of culture and enhance the cooperation of enterprises. When internal recruitment cannot meet the needs of enterprise development, consider the needs of external recruitment. For the outside of the company, first of all, regularly and systematically conduct campus recruitment and human resources market recruitment and absorb the talents needed for the development of the enterprise. Secondly, in the recruitment process, we take every applicant seriously, respect every applicant, keep abreast of all aspects of information and organize them into files, even if it is not hired, there will be materials for reference when there is a need for the supplementary recruitment in the late recruitment period. Finally, a timely understanding of personnel's information in the same industry, establish a file and file, enter the enterprise through the introduction of acquaintances and friends, and understand and appoint staff.

(6) Improves the ability of managers. If you compare an enterprise to a framework, then managers are the supporting structure of the frame. An enterprise is an extensive collection, and many people come together to ensure the integrity of the organizational structure. Managers are an essential part of an enterprise, and the management level of managers directly affects the development of the enterprise. The ability is high and low, and contrasts create gaps. Enterprise managers need to continue to learn, establish the concept of lifelong learning, meet their own needs for continuous development of the enterprise, and continuously improve their human capital. Enterprises need to pay attention to the improvement of managers' management literacy, carry out training activities from time to time, conduct detailed management training for managers at different levels of the enterprise, and establish management personnel files. Appropriate external training, organized managers to visit other excellent companies, learn management experience, and conduct seminars. Discuss the problems encountered in the development of the company and share management experience. Improving the management ability of managers is a long-term process. It needs to be carried out in a direction, in a planned manner, step by step, and in a good plan.

(7) Stimulate employees' crisis awareness and establish an elimination mechanism. The times are evolving, the world is changing every minute, and every

second, countless scientific and technological and research results are born, and stereotypes can only be eliminated. Crisis awareness is an essential driving force and guarantees for the sustainable development of the enterprise. The enterprise needs to establish an elimination mechanism to make employees feel a crisis when slacking off their work and improve their work enthusiasm. Maintaining everyone's sense of crisis can improve the company's action and responsiveness and adapt to the fiercely competitive external environment.

5.1.3 Formulate recruitment standards and optimize the recruitment process

(1) Establish recruitment standards

Enterprise recruitment is an essential way for companies to obtain fresh blood. Companies need to have a detailed process and standards for the recruitment process. With rules and procedures, the human resource management department has criteria to follow when recruiting. Whether it is internal recruitment or external recruitment, it can be implemented by the rules. Recruitment problems are a major disadvantage for family-owned enterprises. The main employees are from friends and direct families. The quality and professional skills of recruiters are uneven, and the internal and external contradictions of the company are sharp. Formulate recruitment standards and clarify the recruitment process. This method can effectively control the quality of the company's employment, weaken the impact of family management on the enterprise, and reduce the enterprise's internal and external contradictions and potential employment risk in the future. Standards can limit the internal contact between family members in an enterprise. All applicants are treated equally, and there is no relationship between family and non-family members. All positions require competitive employment. Standards can also improve the responsibilities and awareness of managers. In front of the standards, there is no difference between family and non-family members. Let managers realize the important role of human resources for the enterprise and seriously and responsibly recruit the talents needed for the development of the enterprise. Standards can increase the visibility of the company. Applicants do not recognize the chaotic company. When everyone knows that a company can recruit talents openly and transparently, more people would be willing to understand the company and join it. The strict implementation of the standards not only enables companies to recruit truly effective talents, improves the overall quality of employees, but also enhances the company's popularity in the human resource market. Knowing that this is a standard company and principled.

(2) Optimize the recruitment process

When recruiting personnel, companies should clearly define their strategic development needs and recruit according to their need. The actual employment department should also actively connect with the human resource management

department to determine the recruitment standards for the required positions, what personnel are required, and what professional skills are required. I have a plan and direction to recruit. When recruiting, we must strengthen the publicity of the company, increase the cost of corporate publicity, and make full use of various recruitment platforms for personnel recruitment. According to the comprehensive situation of the recruitment position, the salary and treatment should be realistic and release the recruitment information. The column is clean and tidy, the company's recruitment information is released in a targeted manner. The various standards and qualifications required by the applicant are clearly defined, and the recruitment is carried out in a scientific and standardized manner. When dealing with job-seeking information of applicants, the human resources department should take a correct attitude, take it seriously, and record all kinds of information seriously and rigorously. For the personnel who are going to be hired, register, and fill out forms, background checks, medical examinations, and other work.

Simplified recruitment processes. The enterprise recruitment process is complicated and unclear, and the overall process takes a long time. It is simply the lack of communication between departments and the vagueness of administrative orders. The employment and human resources management departments generally lack communication, and communication is an important skill. Enterprises are open to freedom of speech, and employees must dare to say and dare to do that. The easiest way is to talk about things. Others keep silent, and the entire system will fail if there is no communication. People cannot rely on guessing at each other to understand the wishes of others. Recruiters set standards for employees. The employment department has requirements for the human department. Without understanding the other party's needs, the problem cannot be solved in a targeted manner. Work efficiency is very low, and a lot of useless work is done. Those who do not meet the requirements for responsible recruitment can only re-recruit, which is not responsible for job seekers and companies. The executive order of the enterprise must be clear and unmistakable. There must be no vague meanings. You cannot rely on guessing at each other to understand others' wishes and express problems promptly.

(3) Recruitment rules

The recruited personnel are the external manifestation of the corporate image, which respect is mutual, during the interview. The examiner's respect for the applicant is the respect of the enterprise for the applicant. Not only people but also the treatment of resumes are submitted. Correspondingly, applicants respect the examiner and the company. This is an etiquette. The interview should be rigorous, there are many types of employees, and the positions are different. The corresponding candidates are divided into two types: no work experience or work experience. Different situations should be treated separately. Employees without relevant work experience, such

personnel are mostly graduates, have a theoretical basis but lack of work experience and social experience, based on the applicant's various information, giving open questions, mainly testing the applicant's responsiveness and handling ability, whether it can accept the team, integrate into the organization, discuss issues with the applicant through conversations and confirm the results based on the applicant's performance. There are simple written tests with admission intentions, such as work stress tests and psychological tests, to check whether the applicant can adapt to the company's working environment and the needs of the company's development. Employees with relevant work experience would ask questions to applicants according to the specific work content. Please ask the applicants to answer the questions from a professional perspective, test whether the applicant meets the development needs of the company in terms of professionalism, and examine the professional knowledge and work of the applicant's ability. Recruiters should maintain a parallel attitude during the interview process, respect the interviewees, and make moral appointments, such as asking such questions. Do you plan to work here for a few years? What kind of person do you want to be when you leave?

Optimize human resource allocation. Human resources are the first to obtain, and the second is to configure them. People do their best, and they do their best. At the right time and in the right place, but the right employees in the right place. The optimal allocation of resources can reduce unnecessary losses and improve the organization's overall efficiency. According to the obtained employee information, job requirements, employee quality, job compensation, employee contributions, and matching the corresponding positions for employees.

(4) Recruitment Method

Broaden recruitment channels, formulate scientific plans, promote organizational culture, and establish a good image. With the advancement of technology, human resource recruitment channels are now more and more abundant, human resources market, campus recruitment, online recruitment, headhunting companies, etc. This is an important channel for enterprises to obtain human resources. Because of different recruitment methods, the recruitment time also needs to be adjusted slightly. Online recruitment is simple and fast, and can effectively publish recruitment information for a long time. There is a time limit for campus recruitment, mainly in the autumn, and regularly do relevant work for recruitment. It can also get excellent human resources and good publicity for the company. The human resource market is the most active, and recruitment activities can be carried out from time to time. The main time is in the spring, and the corresponding recruitment intensity is adjusted according to a specific time. In the recruitment process, we strictly abide by the company's recruitment standards, according to the process in a planned manner. Planning is an effective method that can promote development. Without planning, it would be easy to confuse.

A good recruitment plan also pays attention to human resources, and it is necessary to give full play to the role of planning. According to the past situation, employees in any enterprise department need to complete their recruitment after leaving or adjusting their positions. There is a lot of work stretched out by people in the middle, which is tedious and complicated. The human resource management department's work is to simplify human issues and allow other departments to work more efficiently. It is a process of decomposing and recombining work and the manifestation of the progress of production methods. Everyone has their unique places. People are a necessary prerequisite for the survival and development of an enterprise. A good employee can make the enterprise prosper, and a bad leader can also make the enterprise die. Enterprises must correctly understand the important role of people. Enterprise recruitment requires not only the professional knowledge of the applicant but also the character of the applicant. For talented and talented people, whether or not to appoint and how to appoint is a question that requires careful consideration. The rise and fall are not the powers of one person, but sometimes they are tied to one person.

(5) Recruitment outsourcing

Outsourcing services are a supplement to the incomplete system. The growth and development of an enterprise are multifaceted, and all stages of the enterprise's growth require the support of human resources. For enterprises, human resources are now the biggest shortcoming. With the prosperity of human resources in recent years, human resource outsourcing services have developed rapidly. This service solves the problem of insufficient personnel for enterprises, provides help for enterprises to obtain sufficient human resources and reduces enterprises' recruitment costs. The main feature of outsourcing services is simplicity and speed, which improves the flexibility of enterprises, the enterprise only needs to be responsible for the audit work, which greatly improves the efficiency of the work, but this kind of human resource outsourcing service is essentially a supplement to its lack of ability. The best solution for enterprise development is internal recruitment and internal selection. The promotion of personnel is an important activity for enterprise management. The promotion of all personnel must go through a systematic review. The internal staff themselves have a certain degree of loyalty and dependence on the company. Employees have a full understanding of their work and the company's situation, and they can quickly enter the working state. Internal recruitment can also improve the promotion system of the enterprise and strengthen cohesion and Centripetal force. A few inadequate positions can be compensated by external recruitment; these methods greatly reduce the unnecessary labor costs of enterprises. Unimportant, grass-roots positions can be properly outsourced. Outsourcing has many advantages, but the development time of human resource management outsourcing services is too short, and there are not enough laws and regulations to restrict it at the legal level. There are too many unknown, hidden rules and tricks. Service quality is difficult to control, and

enterprises should pay attention to the risk factors brought on by outsourcing services.

5.1.4 Improves the salary system

The basis of management is the growth of enterprise benefit, and the core of enterprises is profitability. The more profitable the enterprise, the simpler the management, and the more income the employees get, the easier it is to manage. Without the growth of performance, the effect of strengthening management is not ideal. The establishment of a salary system is a necessary condition for the development and growth of an enterprise. The salary system is the basis for the survival of the enterprise and the main way for employees to obtain money. A good salary system can motivate employees, stimulate their work enthusiasm, and stimulate enterprises' vitality. Bad salary systems will also cause the loss of enterprise personnel, the exhaustion of human resources hinders the development of enterprises. The salary system determines whether the allocation of human resources in an enterprise is reasonable and affects employees' expectations and fairness. It is an important factor influencing the sustainable development of an enterprise. Salary and performance systems are often integrated, the two are closely linked. With the harsh market competition environment, more and more companies have begun to pay attention to this aspect. Adjust the employee salary ratio, adjust the enterprise performance system, the salary and performance system has become more and more perfect, regardless of the method and method, the purpose is to improve the enterprise's economic efficiency and enable the enterprise to thrive. Here are a few suggestions.

(1) Cut the wages and benefits of senior management. In the enterprise, there are a lot of comparisons between employees. Simply distinguishing salary and performance by job level would aggravate internal conflicts in the enterprise and seriously cause a sense of loss and unfairness among employees. Fierce competition, the loss of personnel, or passive shutdowns would have led to a decline in the enterprise's economic benefits. The salary and welfare coefficients of the company's top management would be lowered, and the income should be based on equity dividends and performance. As the enterprise's decision-makers and managers, they are responsible for supervision and decision-making and do not participate in actual production work. Lowering the salary and welfare of high-level employees can weaken the enterprise's injustice and increase employee satisfaction and work enthusiasm. The salary distribution of the senior management of the enterprise is adjusted, for example, the annual salary of 500,000 is divided into fixed salary and performance salary. Half of the salary needs to complete the enterprise's predetermined and achievable goal. The realization of this plan should be specific and executable. To mobilize the enthusiasm of senior management staff to avoid redundant and costly situations.

(2) Raise the basic salary of middle-level management personnel and reduce the benefits. Welfare benefits do not lie in many ways, but the frequency. To maximize profits, companies will use many ways to encourage employees to work enthusiasm. Employment income includes fixed salary, living allowance, job allowance, bonus, performance, welfare, etc. Generally speaking, the more you play, the higher your salary. There are many unreasonable phenomena in the actual society, such as a mobile branch company that has caused discussions in China. The performance of corporate executives is more than ten times that of employees and more than five times that of middle-level management. Wages, living allowances, job allowances, bonuses, and other incomes far exceed ordinary employees. The design of this salary system is extremely unreasonable. As far as bonuses are concerned, companies have bonus settings. Its fundamental purpose is to motivate employees and increase their enthusiasm for work. The bonus is an affirmation of my work. Bonuses are different from the benefits. Bonuses are an incentive method which is paid according to the degree of contribution and is competitive. Welfare is based on rank. The staff of the same level and staff in the same position enjoy the same welfare treatment as everyone else. Welfare is fair and equal. Bonuses are not benefits, but many companies view bonuses as part of corporate welfare, which is wrong. The salary system design must be reasonable and fair, and reducing bonuses is an important part of it. The distribution of benefits should be reasonable, the benefits are mainly in kind, and specific and quantifiable items are given to employees as corporate benefits. For example, subsidies such as various subsidies that cannot be converted into kinds, such as shopping carts or fuel cards, are issued to reduce unnecessary currency issuance.

(3) Balance the fixed salary level among middle-level and lower-level employees, and improve welfare benefits. When determining how much remuneration to be given to employees, enterprises should follow the standard, taking into account the positions, skills, qualifications, and working ability of employees, and other factors. The main purpose of balancing compensation is to reduce internal contradictions in the enterprise, improve the compensation system's fairness, and increase employee motivation and corporate cohesion. Enterprises implementing standardization have standardized measurement standards for each employee's salary in human resource management, and the salary system must have its standardized standards.

In family-owned companies, many standards are passed on by word of mouth and secrets. The main influencing factor is the close relationship with the enterprise's family, and the closer the blood relationship, the higher the treatment. For the enterprise's middle-level employees, because the main body of the enterprise standard is family, the established standard has more advantages for family members, and there must be a certain gap between foreigners and family members. When faced with

various pressures from society and family, the unfairness within the enterprise will be magnified indefinitely, and the contradictions begin to intensify. To reduce the unfairness within the enterprise and the sense of the unfairness of the employees, it is a good measure to balance the salary level of the personnel and increase the benefits. Divide the occupational grades for employees. What level corresponds to the level of treatment, employees enjoy treatment according to their level, so that wages become the most important part of employees to get money. When there are standardized standards, it is easier to layer on employees. For example, employees of the same position have different performances and different performances, and the wage gap is created through the performance system to improve employees' work enthusiasm. Or different skills at the same level, through skills and job wages, to create a gap in wages, improve the sense of fairness within the enterprise, and reduce employee suspicion. The most important standard for wages is distribution according to work, and different salary levels are distinguished according to the contribution. The same environment and different contrast. The gap generates motivation, and the changes in employee compensation vary according to different employees. The salary scale among employees is opened, so there is a difference between employees, but it is not out of reach and competitive. The higher the seniority, the more positive the working attitude, the higher the salary, and become the backbone of the enterprise and the backbone of the enterprise's development. Employees with an average performance are properly beaten and motivated to motivate employees to work, and employees with poor performance are given warnings and dismissals. Enterprises need to know what kind of employees need to be maintained and what kind of employees are their strength, focusing on motivation and training, improving welfare and salary levels, increasing employees' dependence on the enterprise, attracting talents, and reducing the loss of human resources. It is recommended to use the secret salary system, but there is no restriction on disclosure. Employees can choose whether or not to disclose their wages. However, the company's regulations should not disclose salary levels, disclosure is an individual behavior, and bear responsibility for undesirable results. Improving employee benefits. The weaker the group, the more sensitive it is to the environment, and improving welfare can effectively balance people's inner unfairness. The benefits are the same. It does not change because of the different factions and different identities. Everyone's income and income level are the same. Reasonable use of distribution methods, there are many forms of welfare, from the most direct currency to the rice, oil, and salt in life. This is a kind of welfare. Welfare is a way that can greatly narrow the relationship between the organization and its members. It is not a transaction to narrow the relationship between the two parties. Distributing items will be more specific and image than money, regardless of the price, and it will be more convenient to strengthen the bond between the two sides.

(4) Performance evaluation system. Performance appraisal should adhere to the

principle of distribution according to work and reduce subjective awareness performance evaluation elements. Perform performance evaluation by level and position. Each performance evaluation should be specific and quantifiable. Set up performance assessment anchors to let the appraisers know the problems they have in their work, improve them, and improve their performance. Establish a performance evaluation feedback system and publicly and transparently publish the results of the evaluation. When the appraisers raise objections, they can promptly and effectively provide information feedback, clarify the fairness, fairness, rigor, and seriousness of the performance evaluation system. Play the role of a performance appraisal system, establish a reward and punishment system, if the corresponding reward and punishment mechanism does not work, the performance appraisal system has no meaning. Let employees realize the importance and seriousness of performance appraisal, remove unqualified employees on time, and dilute family members' concept.

5.1.5 Strengthen enterprise human resource management training awareness

Most family-owned enterprises are engaged in labor-intensive industries. With the intensification of market competition, enterprises' development also needs to be transformed into high tech. Grassroots employees are not just blind manual workers. Enterprises need innovation, and high tech talents are needed. With the increase of high-level employees, the company's original management concepts and systems no longer meet the needs of enterprise development. The work of every high-tech talent is irreplaceable and special. With the increase of high-level employees, the company's original management concepts and systems no longer meet the needs of enterprise development. The work of every high-tech talent is irreplaceable and special. Talents have become a valuable resource for enterprises, and the loss of talent has become a loss for enterprises. Strengthen employee training, increase the training strength and training fund of management personnel, both managers and staff at all levels should improve their human capital, both in terms of knowledge, culture, and technical capabilities, whether they are active or passive.

(1) Increase investment in training funds. Corporate training is a systematic process. Not only do employees need training, but corporate managers also need training. Training for employees can improve employees' human capital, and it is a guarantee for the development of enterprises. The specific content of the training should also be adjusted according to the level of the training object.

First of all, the training of senior managers tends to be at a strategic level. At present, human resource management is developing rapidly. The responsibilities of the human resource management department have risen to the entire enterprise level. The

core work of senior management is an issue of employment. How to do things with people. The company's strategy is determined by the company's senior managers and executives. There are many types of corporate strategy. It is a top-down overall development planning process for the enterprise. When a company successfully formulates and executes an effective corporate strategy, market competitiveness will increase. Therefore, the company's strategy directly determines its development direction and even the fate of survival. The decision of the high-level is prudent and prudent, and can't tolerate any sloppy and mistakes. The senior management of an enterprise should fully understand and master various strategic decision-making and planning, carry out sufficient training and learning, improve their strategic planning capabilities, assist the enterprise's development, and adapt the enterprise to the fierce external market environment.

Second, the work of middle managers and grass-roots managers is a combination of management and specific affairs, management is the mainstay, and the training of these people should be comprehensive, including management and specific work. Improves not only the management ability of managers but also improves the working ability and business level of managers. Managers at the grass-roots level are an important backbone of the enterprise, the mainstay of the enterprise's development, and an important guarantee for the enterprise's sustainable development. Training is an effective way to improve managers' ability, and it is also an important measure to improve the ability of all employees of the enterprise as a whole. The improvement of managerial ability can effectively lead to employees' work, and there are better communication and exchange between management and employees. Systematize, streamline, and standardize management, further improve the utilization rate of human resources, and maximize people's role. Effective management can also create a good working environment, optimize corporate culture, allow employees to integrate into the organization faster, and improve the company's cohesion and centripetal force.

(2) Increase my training time. Learning is a repetitive process, as is training. This is an era of rapid development in all aspects of society. If you do not study, you will fall behind, and you will be eliminated. This is true for employees, as well as enterprises. For the enterprise to develop better, create greater economic benefits, and for human resource management to be better carried out and improve the enterprise's personnel's business capabilities, the enterprise needs to carry out training continuously. External recruitment alone is far from being able to solve enterprises' needs, and enterprises themselves need strength. Encourage employees to participate in training and encourage them to learn about new science and technology. Not only will their abilities improve, human capital will be increased, but the overall competitiveness of the company will also be improved. Most family companies have only a shallow understanding of training and believe that training is to increase

corporate capital expenditures. Half of the new employees have only a few days of on-the-job training or no training. Enterprises like to hire people with work experience, no follow-up employees' development plans, no post-employment training, and daily refresher study, and seriously ignore the development of their strength. The training must determine clear training goals and training requirements and be carried out in a planned manner. Blind training would only waste time and enterprise funds. Effective training can meet the needs of enterprise development. Targeted and effective training of personnel in different positions of the enterprise so that the training funds invested by the enterprise play the greatest role. Before training, employees should be warned about the importance of training. The purpose of training is to accept new knowledge, emphasize the importance and purpose of each training, and let the employees have a clear understanding of the training. The training process should also be strictly supervised, avoid formalization, and go through the stage. The relevant responsible managers should also actively participate in the entire process. At the end of the training, the manager should summarize and organize the training content to develop the company's training activities into a complete system. They are planning, organization, summary, and reporting.

Most senior managers of family-owned companies are generally older and have a lower level of knowledge and culture, which has become resistant to corporate development. Senior managers should fully recognize their shortcomings and strive to improve their knowledge and cultural level, and seniors cannot be a reason for refusing to study. For senior executives with higher ages, the state does not impose age restrictions on adult college entrance examinations. As a senior manager of an enterprise and having sufficient ability to complete relevant studies, it is necessary to improve their knowledge and cultural level. Middle-level and grass-roots personnel also need to learn about this, in addition to learning in knowledge and culture, competence and technology also need to be strengthened to improve their human capital and competitiveness. Enterprises should also increase the corresponding skills training. Training should become part of employee benefits.

5.1.6 Optimize corporate culture

Corporate culture is one of the important components of an enterprise. It is a spiritual pillar of the organization. The core purpose of the culture is to strengthen the cooperation of the organization. The culture of family-owned enterprises is mainly a family culture with strong family characteristics. Family businesses with different characteristics have a different family culture. Family businesses should take family culture as the center, take its essence, remove its rubbish, and accept family members while also actively accepting external personnel so that the company and individuals can establish close ties between the two parties.

(1) Employees' sense of belonging. Different corporate cultures should be adjusted for different periods, but the overall cultural direction cannot be changed. The enterprise is a whole, and the whole process should be inclusive. Employees are responsible for their positions, and work for the company is their obligation. The employees are part of the company. When employees regard themselves as outsiders, companies must treat their employees as their own. When employees have a sense of belonging, employees will truly treat their work with utmost dedication and be responsible for the company. Enterprises have natural advantages for individual employees, and lowering their posture can greatly gain acceptance and favor of individual employees. At the same time, it is easy for employees to integrate into an organization faster. For all employees, the company should be respectful. Respect is not only courtesy but also the norm of the company. A good environment will spontaneously improve employees' sense of belonging and mobilize their enthusiasm for work. On the one hand, it creates a good working environment within the company, forming a strong corporate cohesion and centripetal force. On the other hand, it also shapes a good corporate image and improves corporate cultural soft power.

(2) Year-End Party. The year-end party is a summary of the work and the company's expectations for next year's development. With the gradual rise of the annual meeting, more and more companies like to hold the annual meeting very much, and the format of the annual meeting has become diversified. For example, employee recognition, reward excellent employees, and boost morale, enthusiastic performances to create an organizational atmosphere, invite small and medium-sized tour partners to promote communication between enterprises, and strengthen exchanges. The annual meeting is an important moment to encourage employees to improve team cohesion. The annual meeting is an important part of the corporate culture. With the continuous development of the annual meeting, the annual meeting has also begun to have problems. The planning of the annual meeting was tedious and difficult. The average company cannot plan an annual meeting by itself. The annual meeting is a whole, and the plan is systematic. Any mistake in one part will affect this whole situation. Therefore, many companies do not plan for themselves and hire professional personnel to plan the enterprise's annual meeting. Such a move increases the capital expenditure of an enterprise.

The annual meeting is gradually becoming utilitarian. The enterprise itself is an internal competition platform. No matter how it develops, the attributes of the competition will not change. One person per job, someone who takes a position, means someone is stepping down. In the eyes of many people, the annual meeting is an excellent opportunity. Most of the annual meetings have employees to commend this link, the company's senior executives are there, and through the follow-up, the program to show themselves, you can give your career performance points less.

Therefore, the annual meeting has also become a platform for self-expression. The annual meeting is not only a year-end summary meeting but also a place full of fame and fortune, for example, many female employees spend a lot of money to buy dresses, participate in physical training classes and dance classes, just to be able to stun four at the annual meeting, some hire professional make-up artists and stylists just to make a stunning appearance in front of their colleagues. The practical nature of the annual meeting makes more and more people dislike the annual meetings. If employees commend themselves without it, many employees will refuse to attend the annual meeting. There are many advantages to the annual meeting, which is why entrepreneurs like to hold the annual meeting. Still, if you can't handle this problem well, the annual meeting will become an important link to destroying corporate culture. The annual meeting was at a party. The purpose of the party is to relax and entertain, and not to increase stress. Many annual meetings were too complicated and wasteful. Simplifying the annual meeting is necessary. The annual meeting should be held at the end of the year.

First of all, employees are coming in advance. Separate employee recognition in the annual meeting and make changes within the company the day before the end of the year. On the day before the year-end party, all the enterprise's work has ended, and it will not affect the work progress and the year-end party on the second day. The company's internal environment is familiar to employees, and it is more persuasive and influential in commending the employees within the company.

Second, cancel the sense of ceremony and change the traditional hotel to a buffet. The traditional annual meeting usually chooses a hotel as the venue for the annual meeting. From planning, preparation, opening to the end, the total cost is huge, the per capita consumption ranges from 1,000 CNY, and the extravagance and waste are serious. The buffet was an excellent choice for leisure and relaxation. The style of the buffet determines a relaxed and comfortable atmosphere. There is no limitation of the traditional hotel round table specifications, and the staff can freely combine them. The buffet is only consumed per person, there are no other costs, no planning or ceremonies are required, and the luxurious buffet does not exceed 500 CNY. The buffet promotes communication between people. There is no utilitarianism. No one would wear expensive dresses to participate in the buffet. There will be no bells or whistles. Everyone is the most authentic person.

Finally, clarify the meaning of the party. Enterprises with fewer staff can be together, and enterprises with a larger number of people can pack up the entire venue and meet in groups or batches. The employees in the enterprise are very familiar with the staff in this department. It is easier to communicate and promote feelings when we gather together in the same department. At the same time, this is also a process of

mutual understanding between department leaders and members. Separate gatherings would avoid excessive ritualization. The entire gathering focuses on drinking and chatting and does not talk about official matters. Although the department leaders are present, each person can also freely combined without pressure.

5.2 Execution guarantee

Under the new market environment, enterprises must adapt to the new external environment on time. With the supporting program measures, it also needs to have matching execution and guarantees.

5.2.1 Organizational guarantee

As the main executive department and responsible department, the human resource management department must have certain standards for itself. The department's development must meet the requirements of enterprise development, and the professionalism and professionalism of the personnel must also meet the organization's requirements. The job of the human resource department is to deal with human affairs. The core of the work lies in serving the enterprise's strategic decision-making.

First of all, the personnel in the department should clarify their duties. The human resources department is a management department, but it is also just one of its attributes, and it occupies a small part. It is more of a service department, and the nature of services is higher than that of management. Specific staff should also pay attention to the role they play, changing from managers to service personnel, serving other departments of the enterprise, and serving strategic decisions of the enterprise.

In itself, as an important department of an enterprise, the human resources management department is responsible for enterprise recruitment, training, salary performance, team building, etc. Human resources planning for the entire enterprise, the development requirements of the department itself need to be higher than other departments, play a leading role model. The departments' leaders should strictly demand themselves with high standards. The high standards require the development of the departments and have a higher human resource plan for the construction of the departments.

5.2.2 Institutional system guarantees

The department's construction should be complete, and the plan for human resource planning should be specific. If the enterprise has supporting system measures,

it must have a matching implementation plan conducive to the better development of human resource management. The institutional system guarantee emphasizes the requirements of the system itself and the improvement and cooperation of the system.

5.2.3 Information system guarantee

Information system guarantees mainly refer to the processing of information by enterprises. Information is a perception of the outside world. The more information you get, the easier it is to understand. Information plays an important role in human resource management. It requires department personnel to discover and summarize problems and report the information to the company's management personnel on time. For human resource management departments, information is an important influencing factor. Sufficient information is convenient for enterprises to adjust themselves, and it is convenient for human resource departments to optimize the planning and allocation of human resources. It can make a correct judgment on the development of enterprises.

Nowadays, the external environment is rapidly deteriorating, and the scope of the epidemic is increasing. This is a huge obstacle to enterprises' development, which has certain requirements for enterprise information systems. When the external environment changes drastically, it will inevitably impact the enterprise's internal environment. At this time, the importance of information will become more and more important. If the environment of enterprise changes, human resource planning should also be adjusted. Information is an important point of view. Whether the human resource management department can develop excellent human resource planning, the enterprise's information system is an important guarantee.

5.2.4 Regulatory guarantee

The development of an enterprise is inseparable from supervision, and people are an important factor in the development of an enterprise. A department that mainly manages people with higher requirements for regulations. The human resource management department belongs to an enterprise's important management department, and its supervision is crucial. It needs to maintain its integrity and integrity. First of all, the enterprise's senior management personnel need to focus on the department's supervision from time to time and strengthen the department's inspection. Secondly, improve the salary level and welfare of the human resource management department, and implement the concept of high salary and integrity. Finally, increase the rewards and punishment of department personnel, and give timely warnings and punishments to employees who encounter problems.

Since modern times, with the continuous implementation of national policies, social and economic progress and development, enterprises have encountered more and more development problems and become more intractable. SMEs have become an important driving force for the development of the country's national economy. Family businesses are an important part of SMEs, and the problems of family businesses have become the main problem of enterprise development at this stage. The rapid economic development has provided a hotbed for enterprise development; at the same time, rapid development has weakened the foundation of the enterprise itself. Many links are immature, and many problems arise. For many years, the short-lived phenomenon has become the biggest obstacle to the development of family businesses. Most companies cannot complete an intergenerational inheritance. There are numerous examples of the second generation demise, and enterprise development has reached a bottleneck. Affected by traditional values, the concept of family is the main concept of the family business, and family culture is the core corporate culture of the family business. Affected by cultural concepts, family businesses are inherently flawed and have obvious problems in human resource management. It restricts the transformation of the institutionalization of enterprises and restricts the development of enterprises.

5.3 Conclusion

This era is an era of rapid development in technology and information. The market is changing rapidly, and the competition is fierce. Seize the opportunity, and the enterprise can develop. In the final analysis, people are the main bodies of an organization. The company is composed of different individuals, each of whom has an important role and meaning. The core competitiveness of an enterprise includes two points. The first is technology, and the second is talent. Technology also requires people to master it, so human resources have become the most important resource in this era. If an enterprise wants to continue to develop, it needs to strengthen its emphasis on talent. Family companies must recognize their management deficiencies and adjust their strategies as soon as possible to cope with the increasingly competitive market environment. This article elaborates on the concepts related to family-owned enterprises and human resource management. Taking the family-owned company Shandong Haiwang Chemical Co., Ltd. as an example, it analyzes and lists the problems and deficiencies of family-owned enterprises in human resource management. Provide suggestions for improvement through governance structure, management philosophy, organizational structure, staffing, salary performance, staff recruitment, etc. Through the analysis and research of the paper, the following conclusions are mainly drawn.

- (1) A large number of family-owned enterprises occupy the dominant position in

my country's private enterprises. It is of great significance to study the human resource management of family-owned enterprises. The situation in my country is now much more complicated. Small and medium-sized enterprises have gradually become the main force of my country's economic development and an important driving force for the development of the national economy. Science and technology must innovate, and the economy must develop. There are still many problems facing this country. The growth of private enterprises can solve many difficult problems encountered in our development. Still, because of time and own reasons, the development of family-owned enterprises in China faces many problems and challenges. With increasing competition in the market and the impact of external environmental factors, many enterprises are on the verge of bankruptcy, and the reform of enterprises is imminent.

(2) Studying this subject helps reveal the deficiencies of family-owned enterprises in human resource management. An enterprise is a collection of people, and people's problems are the core issues of enterprise development. Through research, Shandong Haiwang Chemical Co., Ltd. is a typical family business, with the general problems of the family business, centralized management rights, a large proportion of family members, imperfect salary systems, lack of standardized and standardized systems, etc. Research and analysis, asking questions and analyzing problems, can effectively provide guidance for the human resources management of family-owned enterprises, which is conducive to the reform and innovation of the institutionalization of family-owned enterprises.

(3) At present, our family-owned enterprises still face many problems. As far as the enterprise itself is concerned, the biggest problem faced by the family-owned company is that it cannot complete the generational inheritance. There are natural advantages in family-owned enterprises, but if this advantage not handled properly, it will become the biggest disadvantage of enterprise development. This factor is cultural. The important basis for the maintenance and operation of family-owned enterprises is blood relationship. The core position of the enterprise is for all family members. It is conducive to the formation of corporate culture, high cohesion, strong resistance to the external environment, and not easy to be impacted, with the continuous development of enterprises and the continuous increase of wealth, the probability of family-owned enterprises subjected to internal shocks increases. The management system has begun to loosen, and enterprise owners cannot deal with problems within the family. Internal struggles and power seizures may occur within the enterprise, with serious internal friction. Improper handling of internal issues will also affect the intergenerational inheritance, and the future of the enterprise's next generation is slim.

(4) The family business has a strong sense of external rejection. During the operation of a family business, because of the influence of traditional ideas, the clan concept has become an important part of corporate culture, and family members naturally have a repulsive mentality to outsiders. The family business itself has natural defects, and the phenomenon of internal groups in the organization is obvious. In an enterprise, family members are an interest group, and external personnel is an interest group. Compared with family members, foreigners come from different regions, different families, and are independent individuals. Family members come from the same region, the same family, and their home positions. They have the core management rights of the enterprise, and kinship is spread throughout the management system. In terms of management, outsiders are subject to the management of family members. Outsiders do not have a unified concept, cannot form a tight whole, are easily divided and managed, and are not united. In the long run, the enterprise's human resource management system lacks effective construction. The system is unreasonable, the standardization is lacking, and the enterprise's internal environment lacks a fair and competitive atmosphere. It is difficult for foreigners to be promoted, and it is not easy to obtain the power to fight for their interests. Restricted by family members, they can't play, can't create enough achievements, reflect their value. Therefore, they will not be reused by enterprises and form a vicious circle. When an enterprise's ascending channel is blocked, and excellent human resources cannot play a role, employees will choose to leave the enterprise, and the enterprise will lose human resources.

(5) Trust the crisis. Trust is the result of both parties. In the family business, the family concept is heavy, and business managers generally lack trust from outsiders. Nowadays, society, economy, science, and technology, information is changing with each passing day, and changes are happening every moment, the external environment is unstable, and the market competition is becoming fiercer and fiercer. The reform of enterprises is already an inevitable result. Several major problems faced by family businesses, management concepts lags, centralized management rights, imperfect system construction, low standardization progress, reflected in the enterprise, is that the management system does not meet the needs of enterprise development.

For enterprises to meet their own development needs, external recruitment of human resources is an important way. Family members are willing to make fewer changes because of their superior and stable environment. Recruiting foreigners to enter the enterprise can stimulate a stable environment within the enterprise, increase employees' sense of crisis, and promote employees' enthusiasm for work. However, the family business has its defects. The family members are unified, and the advantages become disadvantages. From the enterprise's resistance to the external environment to the small group's resistance to the external environment, internal

friction is formed, which hinders the development of the enterprise. When professional managers with professional knowledge outside the enterprise enter the enterprise, it brings with it the impact of external forces on the body, internal and external contradictions begin to emerge, and how to deal with the confrontation between the two forces is an important issue that business owners need to consider, it is also an important issue to maintain the stability of the internal environment.

(6) Institutional reform of the family business is a long way to go. Enterprise institutional reform is an important way for enterprises to standardize and standardize. Family businesses need to change existing management concepts, learn new ideas, standardization, and institutionalize enterprises' development trends. Regulations are the conditions for ensuring the progress of enterprises, and standardized systems can ensure the development of enterprises. Family culture is a characteristic of the family business. The family business can only become a family business because of the existence of family culture. Culture is the strength of the family business, but this strength is also a weakness. Born in anxiety and died in peace, the development of an enterprise must have sounded the alarm.

The problem of human resource management in family companies is comprehensive. There are many fields of design. With the deepening of research, there are still many detailed problems that need to be discussed and studied in the construction of family companies. This article only analyzes and discusses from a general perspective, and the small part cannot be given a deep description due to the limitations of personal abilities and knowledge. The problem with human resource management is very complicated. This is a problem that every entrepreneur needs to consider carefully. Countless enterprises are split and disintegrated due to human problems, and human problems need to be taken seriously. This article gives theoretical guidance from a macro perspective and provides suggestions for the construction of the enterprise human resources system, which has certain reference value. With the continuous development of society and the market, the competition will become more intense, and the environment will worsen. The problems encountered by family businesses in the development process will also become more difficult and more challenging. Human resource construction is to enhance the resistance of enterprises. These issues need further discussion and research to build and improve and enhance the comprehensive strength of family businesses.

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