



**THE PROBLEMS AND COUNTERMEASURES OF HUMAN RESOURCE
MANAGEMENT IN CHINESE PRIVATE ENTERPRISES.-- STUDY ON JIANGSU
CHINA CONSTRUCTION ENGINEERING DESIGN AND RESEARCH INSTITUTE
CO., LTD.**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE MASTER'S DEGREE OF BUSINESS ADMINISTRATION
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**Thematic Certificate
To
WANG CHENHAO**

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Management

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Abstract

Title: The Problems and Countermeasures of Human Resource Management in Private Chinese Enterprises - Study on JIANGSU China Construction Engineering Design and Research Institute Co., Ltd.

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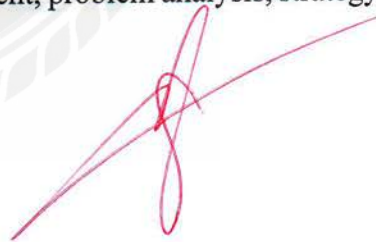
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With the consistent deepening of the market economy, enterprise competition has to become increasingly fierce. As the most energetic, promising and profitable strategic resource, human resources became a leading factor for enterprises' participation in the competition and sought development. This article was based on a literature review, qualitative analysis, and other methods consisting of domestic and foreign scholars on the study of human resource management theory to study China's traditional private enterprises' human resource management. Through investigation and analysis, it was believed that private enterprises were still in the traditional personnel management stage in human resource management: Training management lacks pertinence; personnel assessment lacks standards, and the incentive mechanism is not perfect. Private enterprises do not attach as much importance to human resource management and have no clear direction. The optimization of human resources is of great significance for improving its core competitiveness and its further development.

Keywords: private enterprise, human resource management, problem analysis, strategy research



摘 要

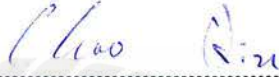
题目:中国中小型民营企业人力资源管理存在的问题及对策研究-以江苏中建工程设计院有限公司为例

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随着市场经济的不断深入,企业竞争日益激烈。人力资源作为最有活力、最有前途、最有利可图的战略资源,已经成为企业参与竞争、谋求发展的主导因素。本文基于文献综述、定性分析等方法,结合国内外学者对人力资源管理理论的研究。本文以江苏中建工程设计院有限公司为例对我国传统民营企业的人力资源管理进行研究。通过调查分析,认为民营企业在人力资源管理方面仍处于传统的人事管理阶段。培训管理缺乏针对性,人员考核缺乏标准,激励机制不健全。民营企业不重视人力资源管理,没有明确的方向。人力资源的优化对于提高公司的核心竞争力和公司的进一步发展具有重要意义。

关键词: 民营企业; 人力资源管理; 问题分析; 战略研究

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CHAPTER 1 INTRODUCTION

1.1 Background:

With the development of the times and the progress of society, science and technology have become the most important productive forces. Network is closely related to information communication. Under such a big background, human society is facing unprecedented competition. The main force of competition is knowledge, the main load of knowledge is talents, talents are the core of enterprises, and enterprises are indispensable forces for national economic development. Enterprise competition has naturally shifted from material flow organization to intellectual resources. The management decisions and practical activities of enterprise organizations also directly affect the adequacy and necessity of intellectual resources. From this point of view, enterprise human resources play a vital role in improving the external environment of enterprises, optimizing the organizational structure of enterprises and enhancing the competitiveness of enterprises. Training talents, using talents, strengthening enterprises with talents and strengthening the country with talents are the core issues to be studied in human resource management. Under this background, talents help enterprises, and enterprises rely on talents to take off. Enterprises and talents must also follow certain labor contract and psychological contract relationship, and jointly realize high input and output of human capital, and jointly realize a strategic win-win development model. Respect and give; Commitment and hard work; Trust and support; Innovate and learn; Cooperation and unity will become the new choice of enterprise human resources management in the new era. With the rapid development of knowledge economy, the intensity of local competition has changed to global competition, and the improvement of productivity is closely related to the change and development of this era. As a part of it, knowledge has a more and more profound influence on economic development. Human resources are the people who master knowledge, and these resources are the foundation of the future development of enterprises. This is also an important link and content of the competitive development of enterprises in the present era. With the enrichment of the concept and theory of human resource management, the enterprise development pays more and more attention to it in practice, and affects the overall development of the enterprise. The development of private enterprises plays a very obvious role in the

socialist market economy, first of all in terms of employment opportunities and social stability. Secondly, as an important part of the national economy, it plays an indispensable role. With the development of private enterprises, the influence of planned economy in the early stage of reform and opening-up has changed, from the stage of weak foundation and low management to the stage of improving management level.

These economic and social achievements show the important position of private enterprises. However, on the whole, the development of private enterprises is still facing the challenge of extensive management mode, and the problems of low overall strength, limited funds and weak competition of private enterprises restrict their further development. Moreover, the performance of many private enterprises in the competition is uneven, and there are many phenomena of rapid development and rapid exit from the market, which leads to the lack of competitiveness of private enterprises, which is mainly related to the characteristics of enterprises and the imperfect environment and market in the country where they are located. In comparison, the development of private enterprises can show a positive side by relying on their own flexibility, but it is also because of their own lack of human resources management level, which also makes private enterprises in a disadvantageous position in participating in the competition. The foundation of private enterprises is weak, the development time is not long, the experience is not rich enough, and the understanding and attention to human resources are insufficient, which is not conducive to their external development. The backward management is not conducive to the development of enterprises as a whole. The improvement of human resources management level is faced with opportunities and challenges. As one of the main driving forces of economic development, private enterprises also need to continue to improve. Under this background, this paper takes Jiangsu Zhongjian Construction Engineering Co., Ltd. as an example to study and discuss the human resources management of small and medium-sized private enterprises.

1.2 Research Problem:

1. Existing problems of human resource management in Chinese private enterprises
2. How to control the loss of labor and improve the human resources management system
3. How to fully mobilize the enthusiasm of enterprise talents to improve market competitiveness

1.3 Objective of the Study

This article takes advantage of the known status of human resource management in private companies and consults many documents for investigation and research by chatting with individual company leaders and employees. It summarizes the characteristics of human resource management in private enterprises, formulates and optimizes the social resource management system, formulates a perfect enterprise management system, and formulates future strategies.

What are the problems in human resource management of Chinese private enterprises

How to change the status quo

Formulate a sound management system Research Significance

The role of human resource management in an enterprise is significant. Talent competition occupies an absolute position in the market. Therefore, it is necessary to build a perfect system of human resource management in the enterprise, to retain and attract more talents, effectively improve the company's competitive advantage, achieve the enterprise's development goals, and ultimately maximize the company's wealth. The development of private enterprises is not smooth, and many problems need to be faced. To change the status quo, make the human resource management system form a long-term plan, reduce the loss of human resources to improve competitiveness, improve the management system to enable employees to recognize the company, and formulate a long-term strategy. The company can develop in the long term. Improve the human resources management system, improve the recruitment, assessment, salary, promotion, and other methods to train employees.

1.4 Research significance:

The development path of private enterprises is not smooth, but the steady development of the total amount is the current trend, which has achieved certain economic benefits. However, the development of private enterprises is facing an important problem, that is, the lack of competitiveness caused by the shortage of talents. To a great extent, private enterprises can't form a long-term human resource plan, and if this plan doesn't form a strategy, it can't perfect the related human resource management system. There are some problems in the related links of human resource management, such as employee recruitment, salary management system, performance evaluation and training, which restrict the reserve and development of human resources. This unreasonable problem directly affects the employees' recognition of the

company, and it is easy to conflict with the job or produce the consciousness of changing jobs, which is not conducive to the long-term stable development of the enterprise. But the most serious thing is that the managers of private enterprises often ignore the important influence of human resource management, and can't make a unified plan from a strategic height. The goals set are simple, and they can't combine the development stage of enterprises with their own management level, which leads to the difficulty of implementing the human resource management plan or failing to form a good influence. Therefore, how to break through the shackles of traditional management thinking and create a flexible human resource management mode for private enterprises combined with their own characteristics has become a problem that private enterprises and even the country need to study. A solid theoretical foundation and rich practical experience are conducive to enterprises to better orient themselves as a whole. Private enterprises need to form a certain system of human resource management in the future, and the key is to realize the flexible system that can quickly form adjustment plans due to environmental changes. These problems will restrict the development and growth of private enterprises, which are worthy of in-depth analysis and discussion. The quality of enterprise human resource management is directly related to the success or failure of enterprise development, and enterprise human resource management faces many problems. Globally, the risk amplitude of talent flow and cost-return rate is too large, and talents flow into knowledge-based enterprises with high risks and high returns; Within the industry, talents are concentrated in the sunrise enterprises that dare to innovate and pay, which makes it difficult for small and medium-sized enterprises in the primary stage of development to employ people and develop slowly. To solve the above problems, we must: first, fully understand the background of globalization and analyze the current global situation with a developmental and strategic perspective; Secondly, the original human resource management model is constantly innovating, integrating the past and the present, connecting the Chinese and western, and summarizing the new model suitable for enterprise human resource management in theory and practice. Only by solving the above problems can we enhance the competitiveness of talents under the background of globalization, make the best use of everything and talents, and make talents a powerful country. Under the background of the times, this paper studies the innovation of human resources management, and devotes itself to providing some reference for the theory and practice of the optimal mode of human resources.

1.5 Hypotheses

H1: Perfect human resource management system will make employees feel a sense of belonging to the company

H2: A perfect human resource management system can improve the enthusiasm and initiative of employees

H3: Perfect human resource management system can enhance the competitiveness of enterprises



CHAPTER 2 LITERATURE REVIEW

2.1 Human Resource Management

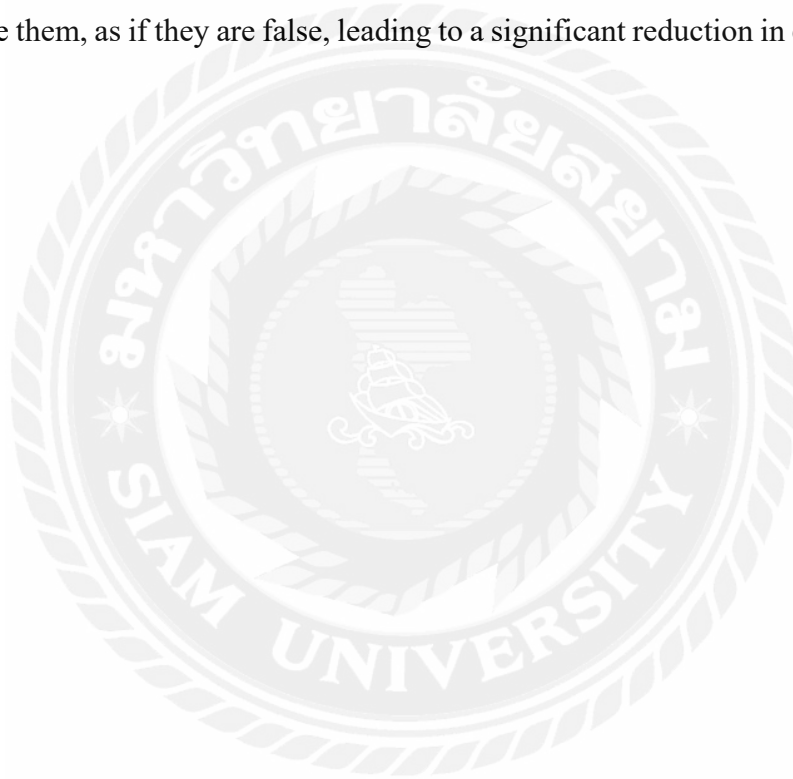
According to Armstrong (1987), Human resource management is a specialized functional area of business that attempts to develop programs, policies, and activities to promote the job satisfaction of both individual and organizational needs, goods and objectives.

Rao (2000) indicated that for any organization, Human Resource Management is considered to be the most valuable asset, which comprise of capable and talent employees with their ability, knowledge and skills. It should be understand that human resources management should care and support employee's quality of work life, in order to maximize organization wealth and achieve organizational goals. More deeply, it should be understand that employee's performance determine and achieve organization goals. Rao (2000) also indicated that employee performance influenced by motivation and job satisfaction to a great extent.

The motivations of people work in organization are varied such as earn money for daily life, personal development in the future, and attain social experience and social recognition. And different person has different needs for their job, so that's why recognize and understand employee's job satisfaction is very important for management, which to build a good working environment and personal development opportunities to employees. In next section will explain what Job Satisfaction is and definition of factors which are related.

With the development of society and the improvement of living standards, the status of private enterprises in the community is becoming more critical(Zhang, 2005).The management of human resources is no longer just a matter of state-owned enterprises. Private companies have gradually deepened their research on human resource management, and their emphasis on human resource management has also steadily

increased(Gary, 2005).All non-public enterprises are collectively called private enterprises. Compared with developed countries, enterprise competitiveness is still at a disadvantage. Since human resources management is not transparent, and there is no perfect system, the entire life cycle is concise. Human resource management(Ge, 2011). refers to a series of job analysis, human resource planning, employee recruitment and selection, performance evaluation, salary management, employee incentives, talent training, and Human resource management is too simple: private enterprises have apparent deficiencies in the systematic system, and social control is more prominent. Although some enterprises have formulated rules and regulations, they have not formulated them according to their conditions. They are merely taking other people's systems, so they cannot practice them, as if they are false, leading to a significant reduction in execution(Li, 2004).



2.2 Review of research

The concept of human resources can be put forward with reference to the content of *Management Practice* published by American management scientist Drucker in 1954. Drucker believes that human resources must be regarded as the special assets of enterprises, and human resource management is the general term for the management of such special assets. In the 1950s, American economist Schultz.

On the basis of research, the traditional concept of capital is revised, and it is considered that human capital is an important factor in management, which needs to be fully understood, and management needs to fully study its behavior and requirements. Schultz thinks that human capital is the sum of all knowledge, skills, physical strength and health with economic value that exists in human body as a factor of production, which can bring a certain amount of income flow to its investors now and in the future. Myers (1965) put forward the theory of human resource management mode in his research paper *Harvard Business Review*, arguing that the content of management needs to be changed, and it needs the help and communication of employees. This kind of communication expresses the concern and support within the enterprise, and employees can recognize that the enterprise organization is the key, and change the traditional management mode and make a transition to the human resource management stage. The book *"Reforming Human Resource Management"*, published by American Management Association and edited by Dasatnik (1972), emphasizes the consistency between employees' needs, interests, expectations and organizational goals, and "people are the most important viewpoint in an organization".

Peterson and Tracy (1979) thought in *Human Resource System Management* that human resource management or interpersonal and industrial relations in an enterprise include recruitment, re-election, performance evaluation, salary and employee development, labor-capital negotiation and other activities. On the whole, human resource management has gone through two stages: traditional personnel management and modern human resource management. In the first stage, people are regarded as costs, and in the second stage, people become the most precious resources of enterprises. There are significant differences between the two stages in management concept, management mode, management focus and management mode. In terms of management concept, people are

exploited as important resources in the modern human resource management stage. In the aspect of management mode, modern human resource management mainly focuses on developing people's ability and stimulating people's vitality. In terms of management focus, modern human resource management is people-centered.

The change of management mode is a major breakthrough in contemporary human resource management theory. This management process needs to reflect a long-term and whole process, and the short-term management mode cannot cope with the change of environment. The strategic significance of human resource management is reflected, and it is a strategic component of the future development of enterprises. Later, Devana (1981) put forward the concept of strategic human resources in *Human Resources Management: A Strategic View*, and Bill (1984) put forward the theory of strategic human resources management in *Managing Human Capital*, which had a far-reaching impact. In 1990s, the theory of employee stock ownership emerged in the United States and other western countries, and the combination of employee stock ownership and retirement plan created a variety of income sources for employees. This system disperses property rights and enables employees to obtain productive resources. Schultz, an American economist, said in his acceptance speech of the Nobel Prize in Economics in 1992 that "the improvement of human capital such as human knowledge, ability and health contributes much more to economic growth than the increase of material capital and labor force." Chadwick and Kepley (1999) defined the strategy in human resource management as the relationship between human resource management practices and policies and organizational output. This definition plays a directive role in understanding human resource management. The first is to consider human resources from a strategic point of view. The future development of enterprises depends on strategic arrangements, and human resources management is one of them, which must be emphasized. Secondly, from the perspective of internationalization, the challenge of human resource management is the fierce competition in the global enterprise market and the competition of talents. This change needs to coordinate and communicate the resource reserve and mining of talents under the global cultural background. Finally, from the perspective of enterprise culture within the organization, it is necessary to emphasize the influence of these cultures on the organization.

From the aspect of case study, Taylor and Francis(2004) compared the HRM of state-owned enterprises and private enterprises in India. The survey data comes from 137 large manufacturing enterprises (state-owned enterprises = 81; Private enterprises = 56). The key areas of analysis include human resources department, enterprise change, recruitment and selection, salary and welfare, training and development, employee relations, emphasizing the key role of human resources management strategy and the structure of human resources functions. The internal labor market is used for comparative analysis. The statistical results show that there are some similarities and differences between the human resource management systems of state-owned enterprises and private enterprises in India. The results of the study show that the gap between human resources management practices of state-owned enterprises and private enterprises in India is not very significant. In addition, in some functional areas of human resources (such as compensation, training and development), Indian private enterprises have adopted more reasonable methods than state-owned enterprises. Thang V. Nguyen and Scott E. Bryant(2004) studied the problems of human resource management in small and medium-sized enterprises. by investigating 89 samples of small and medium-sized enterprises in Vietnam, one of the main challenges to human resource management (small and medium-sized enterprises) is to balance the formal policies and informal culture of these small companies. The results show that the larger the company is, the more serious the situation of informal culture is, and the development of informal culture is positively correlated with enterprise performance. This research has a practical impact on the ability of managers and policy makers.

2.3 Research status

Jiangsu Zhongjian Engineering Design & Research Institute Co., Ltd. (formerly known as Jiangsu Salt Industry Design Institute) was established in 1979. It was originally specialized in the design of textile engineering and the new construction and expansion projects of textile industry such as Haihu Salt Field, Salt Chemical Plant and Civil Engineering Building. Since the mid-1980s, it has gradually expanded its business scope to industrial and civil engineering survey, architectural engineering design, petrochemical engineering design, related engineering consultation, engineering supervision, engineering general contracting and so on. The company was restructured in 2001 and changed its name to Jiangsu Zhongjian Engineering

Design and Research Institute Co., Ltd. in 2004. In recent years, the company has developed continuously, and now it has: Grade A architectural engineering design, Grade A chemical, petrochemical and pharmaceutical engineering design, Grade A engineering consulting, Grade B textile engineering design, Grade B environmental engineering design and Grade B engineering.

With the study and introduction of foreign advanced theories by overseas students and scholars in 1990s, the concepts and theories of human resource management have gradually enriched from the beginning. In this process, the human resource management of private enterprises is at a time when the problems seriously constrain the development of enterprises. Many research scholars and entrepreneurs gradually began to combine the relevant characteristics of private enterprises with the theories of human resource management to explore the problems existing in human resource management of private enterprises. Zhao Shuming (1992) of Nanjing University systematically introduced the western human resource management system and the development trend of human resource management in International Enterprise Human Resource Management. Zhao Shuming (1995) tried to combine western human resources management theory with Chinese practice in Human Resources Management of Chinese Enterprises, studied the allocation mechanism and policy system of human resources in China from a macro perspective, and analyzed the advantages and disadvantages of human resources management activities of Chinese enterprises from a micro perspective. Lu Ruifu (2002) studied the problems existing in the human resource management of private enterprises in China, including the lack of scientific human resource strategy, the need to further standardize the employment mechanism, the disregard of human capital investment, and the lack of long-term effective salary and incentive mechanism. Similarly, Zhuo Bo (2004) also studied the human resources management of private enterprises, especially the familyization, and thought that private enterprises had some problems such as imperfect mechanism and low specialization of staffing.

Cai Erxun (2002) investigated and tracked the private enterprises that quickly entered and exited the market in Hong Kong, Taiwan and inland areas. These private enterprises have similar performance styles, mainly discussing the risks and benefits of family management. Cai Erxun thinks that although these private enterprises are prosperous for a while, they are usually difficult to achieve long-term development, and have great management risks, which are manifested in several aspects, such as unfavorable to attracting outstanding talents, lack of

scientific decision-making mechanism, and complicated family interests disputes. Li Jun (2003) summed up seven misunderstandings in human resources management of private enterprises, including absolutization of management mode, single incentive mode, subjective compensation standard, single property right subject, one-sided staff training, lagging management concept, disordered talent introduction and so on, among which there are many problems in family management. Other scholars have also studied the issue of familyization. Xu Chong (2003) thinks that the issue of familyization is not conducive to enterprises attracting outstanding talents, and lacks a scientific decision-making mechanism. Complex family interest disputes also cause management difficulties. Wu Wentao (2004) thinks that there is a common problem of defining talents as technical talents in private enterprises. They think that many problems in business operation are caused by the lack of technical talents, and the narrow concept of talents affects the long-term stable development of enterprises. Bao Yujun (2005) believes that the key to the development of private enterprises in China is to establish a modern enterprise system, improve the professional manager system and improve the human resource management system. Zhou Wenming (2008) studied the problems and reasons in human resources management of private enterprises in China, and put forward some countermeasures. Zeng Manfeng (2009) also studied the human resource management of private enterprises in China. Lu Yuan (2012) took Hebei Province as an example to study the human resources management of private enterprises in China.

To sum up, foreign theoretical research started earlier, and the concept and application research of "human resources" started earlier after the industrial revolution. There are many in-depth research contents and practices on human resources development, especially with the advent of the information age, the concept of modern human resources management has penetrated into enterprises and entrepreneurs. For foreign countries with relatively developed economy, society and culture, the experience of human resources management is also rich and varied. However, the application of these theories is combined with national conditions. China's theoretical research is relatively scarce, and the combination of foreign research results and domestic practice is a road that needs to be continued for a long time. Therefore, China's domestic theoretical research is faced with the problems of lack of researchers and insufficient practice level, and theory and practice interact with each other. For this reason, China's practice needs to be further promoted. In the future, the theory and practice of human resources management in private enterprises will be gradually enriched.

2.3.1 The importance of employees' recognition of the company

The development of an enterprise can not be separated from three factors. Talent, competitiveness and perfect management system. Talent is the foundation of enterprise development. Enterprises need to continuously introduce and retain talents while developing. The means of introducing talents include sound recruitment methods, post assessment and corresponding training for different types of personnel. To introduce talents, we must retain talents. To retain talents, we need to adopt scientific salary management and corresponding incentive system, and ensure the fairness of employees' promotion. These are included in the perfect management system. With a sound system, employees will have a sense of belonging and identity to the enterprise, thus enhancing the enthusiasm and initiative of employees, improving work efficiency and enhancing the competitiveness of enterprises.

Hypothesis 1: Perfect human resource management system will make employees feel a sense of belonging to the company

2.3.2 Reward and recognition

Rutherford(2009) and others pointed out in their research content that enterprises are often faced with different human resource management problems in different development periods. In the process of enterprise development, it is very important to train and encourage an employee, which is also one of the specific tasks to be carried out by human resource management.

In their research contents, Heneman and others pointed out that although the current human resource management system is relatively perfect, the relevant theories for small and medium-sized enterprises with regional characteristics are still very lacking, so some relevant experts also devote themselves to the research in this field, looking for relevant materials from the development process of these enterprises for further analysis.

Rutherford(2009) and others put forward in their research content that through analysis, it can be seen that in small and medium-sized enterprises, talent recruitment and incentive to employees are very important links in human resource management, which

leads to a wave of human resource management. Through research, they think that the development and retention of talents in enterprises can be guided by relevant human resource management methods.

Hypothesis 2: A perfect human resource management system can improve the enthusiasm and initiative of employees

2.3.3 Competitiveness

MatthewW. Rutherford et al. (2003) found that different enterprises have different human resource management problems, and the smaller the enterprise, the simpler the problems of employees. At the early stage of the growth of small and medium-sized enterprises, how to recruit the most suitable employees is the main problem in enterprise human resource management; With the development of small and medium-sized enterprises, in the middle stage of growth, the main problem of human resource management is how to develop the potential of employees, give full play to the role of employees, and make them give full play to their talents; In the late stage of the development of small and medium-sized enterprises, that is, the mature period of enterprises, it is mainly how to take measures to encourage and retain talents and prevent the problem of staff loss.

Michael Armstrong (2005), a British scholar, thinks that the human resource management of an enterprise is to take corresponding measures to make employees with various talents in the enterprise perform their duties and do their best, and allocate the proportion of human resources and material resources within the enterprise to the most suitable proportion through the incentive or training of employees, so as to ensure that the enterprise can exert its maximum energy and make more contributions to the society, and then quickly complete the strategic objectives of the enterprise. In the research, they are most concerned about the preservation and guidance of talents in human resource management. They think that only through effective human resources management means can we guide and retain enterprise talents and then affect the competitiveness of the whole enterprise.

Hypothesis 3: Perfect human resource management system can enhance the competitiveness of enterprises

CHAPTER 3 RESEARCH CONTENT AND RESEARCH METHOD

3.1 Research content

The unique flexibility and innovation of small and medium-sized private enterprises have made important contributions to a country's national economy, both in terms of the number of enterprises and providing employment opportunities, and have become a new force in China's economic development, occupying a very important position in China's national economy. At present, a large number of small and medium-sized private enterprises in China have not fundamentally changed their understanding of the concept of human resources, and have not even figured out how human resources play their role in enterprises. Although many enterprises also hope to establish a strategic human resource management system, according to a domestic survey, human resource managers only spend less than one-third of their time on strategic human resource management activities, and spend most of their time on routine work that does not add value. This situation is particularly obvious in China. Small and medium-sized private enterprises have not established a real human resources strategic system, but have become a product of formalism. This lag in human resources management has become a major problem that restricts the growth and development of small and medium-sized private enterprises in China.

Therefore, it is very important to scientifically understand the environment, present situation and existing problems of human resources management in small and medium-sized private enterprises in China, accelerate the reform of human resources development and management in small and medium-sized private enterprises with brand-new management concepts and innovative working methods, and outline a clear development path for human resources management in small and medium-sized private enterprises in China from a strategic point of view. It is very important to improve the thinking and methods of human resources management in small and medium-sized private enterprises in China, improve their management level and level, enhance their international competitiveness, promote their internationalization and further enhance China's national economy. In view of the present situation of human resources in small and medium-sized private enterprises and the environment they will face, the purpose of this paper is to put forward new research ideas and solutions to make up for the shortcomings of existing research.

The purpose of the research on human resources of small and medium-sized private

enterprises is to create a new situation for enterprises and the country, to build a talented team with sufficient quantity, reasonable structure and high quality, to give full play to the role of talents in enterprises, and to improve the comprehensive strength and competitiveness of enterprises. The research in this paper is not only of great practical significance to the development of human resources in small and medium-sized private enterprises in China, but also of strategic significance for long-term development. It is hoped that through this research, some misunderstandings in human resources management of small and medium-sized private enterprises in China will be pointed out, and the problem of ensuring the sustainable supply of talents in small and medium-sized private enterprises will be discussed, so that the development of small and medium-sized private enterprises can be fundamentally guaranteed.

At first, the definition and characteristics of Jiangsu small and medium-sized private enterprises, related theories of human resource management and human resource management of small and medium-sized private enterprises are stated and explained as the theoretical basis of the research. Then, it studies the basic situation and existing problems of human resource management in small and medium-sized private enterprises; On this basis, according to the actual situation of Jiangsu Zhongjian Engineering Design and Research Institute Co., Ltd., this paper makes a concrete analysis of the causes of its human resources management problems, and analyzes the essential reasons of the problems existing in the human resource of Jiangsu small and medium-sized enterprises. Then, it puts forward some countermeasures to solve the problems existing in the human resources management of small and medium-sized enterprises in Jiangsu. The feasibility of these countermeasures is verified by the practical test, so as to provide some reference for human resources management of small and medium-sized private enterprises in other areas of Jiangsu Province.

3.2 Research Methodology

3.2.1 Literature review

In the preparation process, a large number of human resources management research literature has been collected and read to better grasp the current status of domestic and international questionnaire surveys.

3.2.2 Theoretical analysis method

Based on perceptual cognition, recognizes the nature and laws of things through rational thinking, divides errors into individual components, characteristics, quality, relationships, etc., and defines them in essence, Thus comprehensive analysis.

3.2.3 Data collation method

All data are collated and analyzed based on the original data through collation and analysis, which improves the research efficiency.

The quantitative analysis method collects accurate information through the issuance, recycling and sorting of questionnaires.

The purpose of this study is to explore the main problems and influencing factors of human resources management in private enterprises in China by designing a research questionnaire on human resources management in private enterprises in Jiangsu. This study adopts the questionnaire of human resources management in private enterprises in China (Jiangsu), the first part is "background", the second part is "investigation of the present situation of human resources management", and the third part is "awareness of improving the level of human resources management in private enterprises". There are 16 related questions to be investigated, including private enterprises in Jiangsu Province, including managers and ordinary employees. The sample selection method is to randomly select samples, and the number of designed samples is 360. 100 copies were distributed by mail, 260 by paper, and 341 questionnaires were recovered, among which 41 were incomplete questionnaires and 300 were valid questionnaires, with an effective recovery rate of 83.33%.

CHAPTER 4 DATE ANALYSIS

According to the survey results, 46% of the respondents think that the recruitment is normal, and most of them don't recognize the recruitment system implemented by private enterprises in China. The idea of modern human resource management is to realize the development of enterprises through the competition of talents. The development and use of human resources will be an important part of future strategic development for enterprises. The current competitive environment requires companies to continuously improve the quality of talents and improve the development of private enterprises through the participation of talents. From the above survey results, it can be seen that there are still obvious deficiencies in the recruitment standardization of private enterprises. The low level of human resources management and the arbitrariness of talent recruitment restrict the standardized construction of human resources management of private enterprises. The specific performance is as follows: the standard degree of job analysis is insufficient. In human resource management, the requirements for job analysis or job analysis are relatively high, and there are certain differences between different industries and majors. However, the general process of job analysis is basically similar, mainly by combing job information and combining the current enterprise characteristics, and comprehensively completing job work.

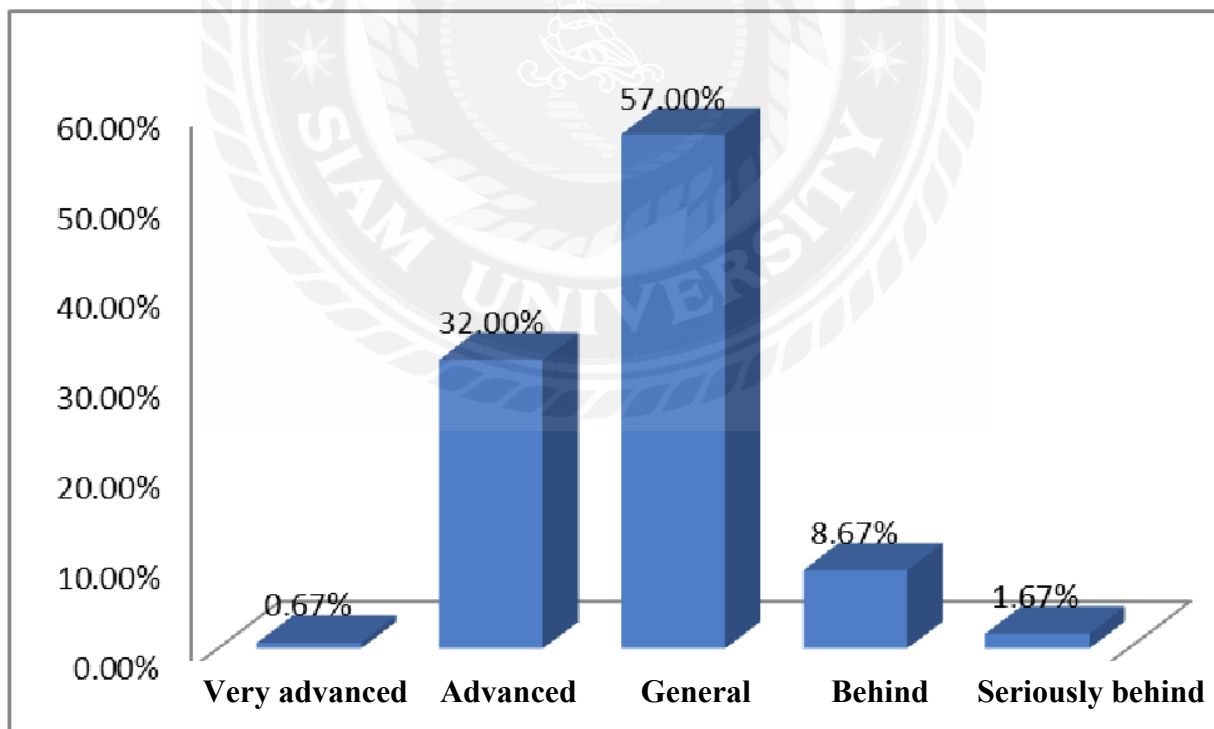
Instructions or reports corresponding to personnel's characteristic requirements and job responsibilities. Systematic recruitment planning cannot be realized. If the recruitment work is only to meet the needs of the company's shortage of personnel and vacant posts, then the recruitment activities of enterprises do not really help enterprises to promote development. If there are vacancies, recruitment will be carried out again, which restricts the better development of enterprises. All recruitment needs to be planned before it can be carried out better. Systematic recruitment planning requires human resource management to combine enterprise development stages with development plans to form its own recruitment plan, and this plan must comprehensively cover all aspects of the future development of the enterprise, monitor the mobility of post personnel, and complete the recruitment plan with high quality in a planned way. This kind of work is long-term, not short-term.

The purpose of this study is to explore the main problems and influencing factors of human resources management in private enterprises in China by designing a research

questionnaire on human resources management in private enterprises in Jiangsu. This study adopts the questionnaire of human resources management in private enterprises in China (Jiangsu), the first part is "background", the second part is "investigation of the present situation of human resources management", and the third part is "awareness of improving the level of human resources management in private enterprises". There are 16 related questions to be investigated, including private enterprises in Jiangsu Province, including managers and ordinary employees. The sample selection method is to randomly select samples, and the number of designed samples is 360. 100 copies were distributed by mail, 260 by paper, and 341 questionnaires were recovered, among which 41 were incomplete questionnaires and 300 were valid questionnaires, with an effective recovery rate of 83.33%. By analyzing the questionnaire, we can get the related research questions as follows.

In the survey, the proportion of people who answered the question "What do you think of the advanced level of human resources management concept in private enterprises" is: "very advanced" 2 people (0.67%), "advanced" 96 people (32.00%), "average" 171 people (57.00%), "backward" 26 people (8.67%), "seriously behind" 1 person (1.67%).

Table 1



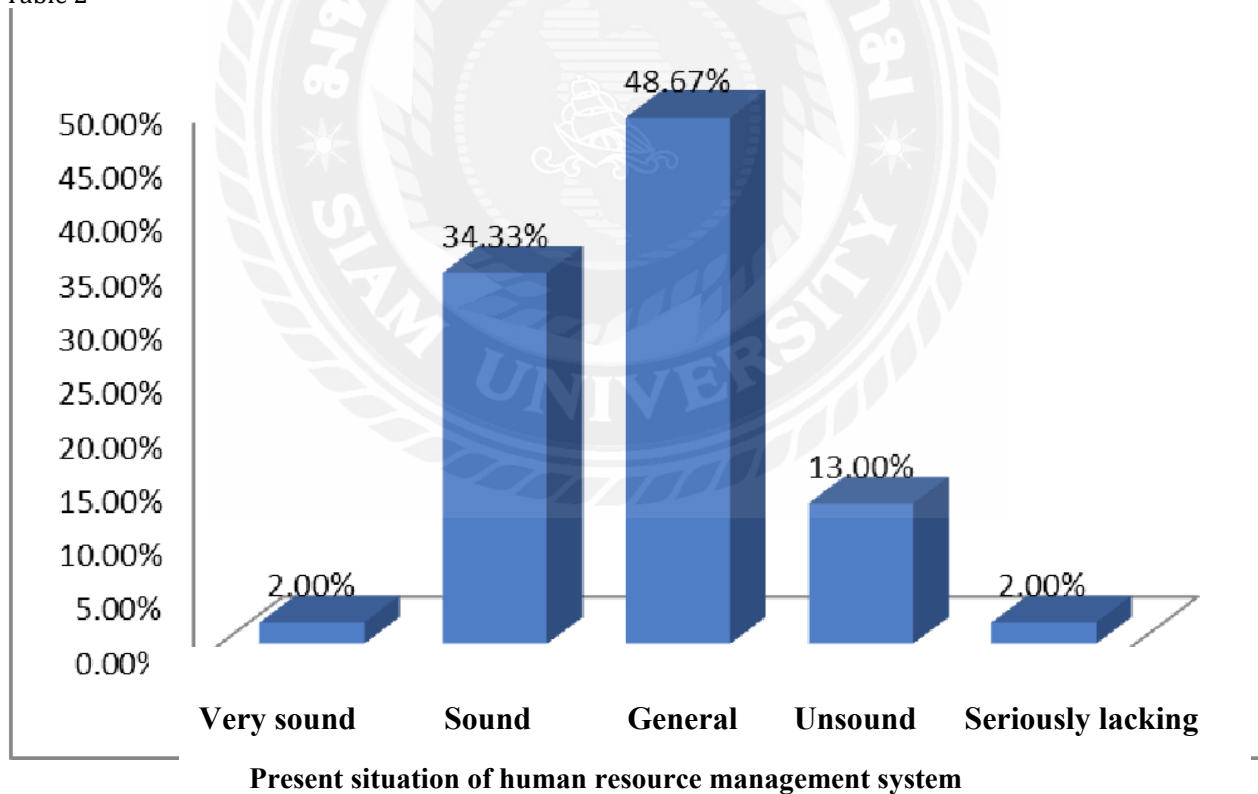
Present situation map of human resource management concept

Employees have high mobility, the competitiveness of the external market is relatively

constrained, and the effect of introducing talents is not good. At the same time, in the aspect of training, private enterprises at this stage are reluctant to invest too much energy and expense to train employees, because the high mobility among employees affects the willingness of private enterprises to invest, which has a bad influence on the personnel training of private enterprises directly. Therefore, the current concept of human resource management still has some shortcomings, which need to be further improved and improved.

In the survey, the proportion of the sound problems of human resource management system is: "very sound" 6 people (2.00%), "sound" 103 people (34.33%), "general" 146 people (48.67%), "unsound" 39 people (13.00%) and "seriously lacking" 6 people.

Table 2



At the early stage of the development of private enterprises, the human resource management system basically did not form. At present, with the development of network information technology, many private enterprise development systems can be realized through network information sharing, including the current recruitment, training, incentives and career

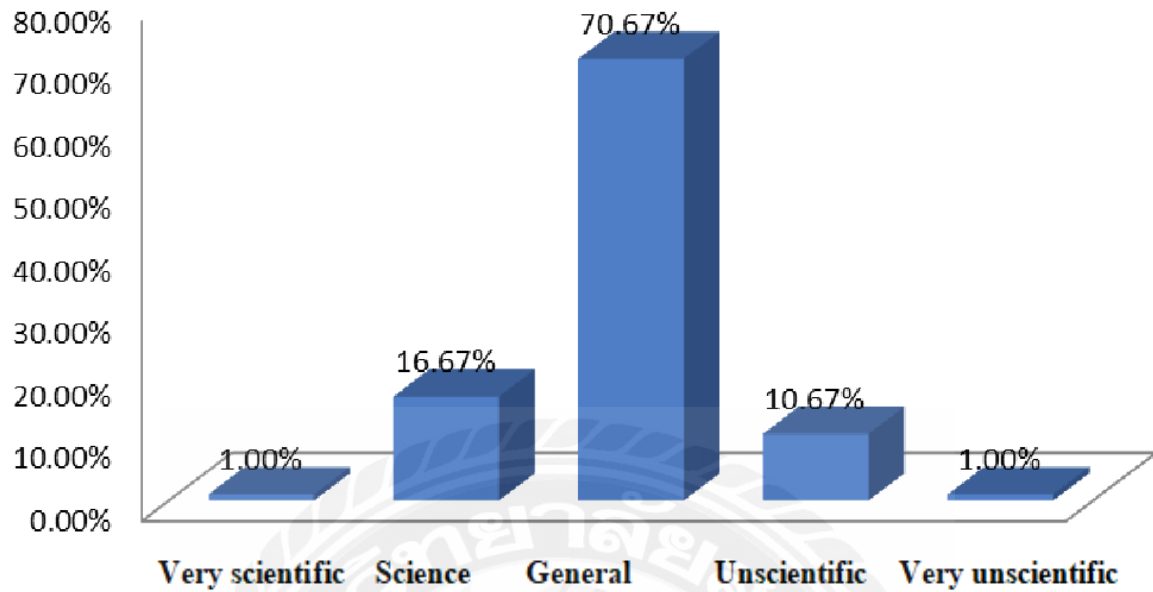
planning and other aspects of human resource management, all of which have relevant information to communicate. From this point of view, compared with the initial stage, the private enterprises at present have made great progress, and the trend of institutionalization is one of the important stages of the development of private enterprises.

In terms of recruitment, the current recruitment system of private enterprises has obvious characteristics. First, the framework of this recruitment system has been completed, including recruitment objectives, operation steps and implementation methods, etc., but at the same time, there are obvious shortcomings, that is, the recruitment system is not scientific enough, and it is easy to make independent decisions. In terms of training, private enterprises are gradually carrying out training work, improving the content and methods of training, realizing the importance of training, and gradually strengthening the construction of training system, all of which show the flexibility of private enterprises. In terms of salary system, from the unfair internal salary level in the past to the current situation of great competition and mobility in the industry, the construction of salary system in enterprises has gradually standardized, which reflects certain fairness and pays attention to the construction of performance incentive system.

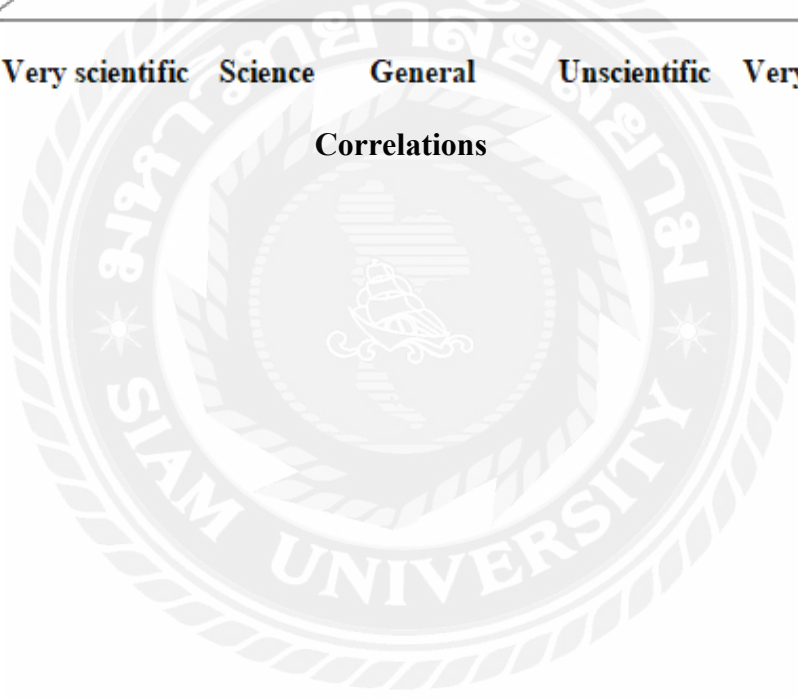
At present, the promotion system has not made great progress, mainly because private enterprises can't completely get rid of the shackles of family-style management mode, and have changed on the whole, but the change is not great. Private enterprises are gradually aware of the drawbacks of family-style management mode, and gradually learn good experience to continuously optimize. In terms of incentives, the most active aspect of system construction is that private enterprises can develop more colorful ways and contents in terms of incentives to continuously improve the incentive effect. The overall incentive system is not perfect, but the effect in this area has been obvious. In terms of career planning, private enterprises can't carry out it effectively until now, mainly because the career planning of employees in private enterprises can't match the long-term development of enterprises, and they don't realize the important role and influence of career planning on private enterprises.

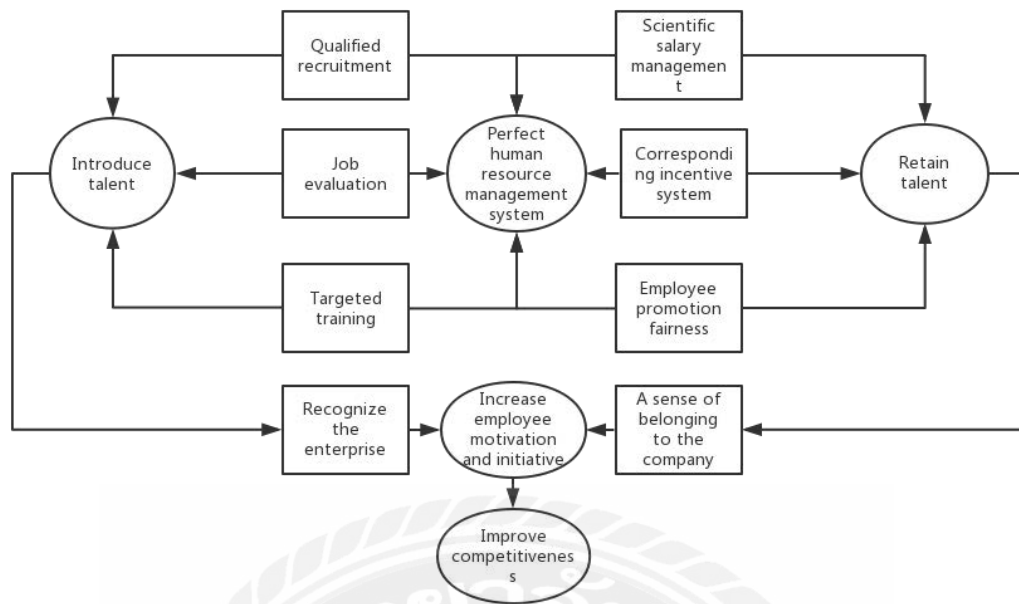
In the survey, the answers to the scientific questions of management methods are: "very scientific" 3 people (1.00%), "scientific" 50 people (16.67%), "general" 212 people (70.67%), "unscientific" 32 people (10.67%), "very unscientific" 3 people(1

Table 3



Correlations





Theoretical framework

As shown in the figure, the development of an enterprise is inseparable from three major factors. Talent, competitiveness, and perfect management system. Talent is the foundation of the development of an enterprise. While developing, an enterprise needs to constantly introduce talents and retain talents. The means of introducing talents include sound recruitment methods, post-assessment and corresponding training for different types of people. Introduced talents must retain talents, retention talents need to pass scientific salary management, corresponding incentive system, and ensure the fairness of employee promotion. These are all included in the perfect management system. When the system is sound, employees will have a sense of belonging to the enterprise and recognize the enterprise, thereby enhancing the enthusiasm and initiative of employees, thereby improving work efficiency and enhancing the competitiveness of the enterprise. Whether they are talents or the competitiveness of enterprises and the perfect management system, they are interlinked

H1: Perfect human resource management system will make employees feel a sense of belonging to the company

H2: A perfect human resource management system can improve the enthusiasm and initiative of employees

H3: Perfect human resource management system can enhance the competitiveness of enterprises

CHAPTER 5 DISCUSSION AND CONCLUSION

This article combined with the summary analysis of domestic and foreign scholars on human resources management theory research and made a theoretical analysis on changing the status of human resources management in Chinese private enterprises. Analyze the current problems of the private enterprise human resources system, by analyzing the issues of human resources management in private enterprises, formulating coping strategies, improving the competitiveness of enterprises, and providing constructive suggestions for the development of human resources management in private enterprises.

Standardize employee recruitment, master interview skills, increase the pertinence of interviews, improve stress interviews, and lead group discussions to save human resources and screen out targeted talents.

Scientific management salary. Fully understand the importance of salary management, proactively carry out the discussion of the salary management system and the implementation of the plan according to the company's situation, conduct an in-depth analysis of internal salary, and design salary management content, such as bonuses, to improve the incentive effect of employees, Improve corporate competitiveness.

Targeted training for different employees. For example, scenario simulation, role-playing, case analysis, and other training methods allow enterprise employees to be immersed in the situation, thereby enhancing their work skills and the ability to handle things. Make judgments based on your location and changes in the future environment.

Ensure fair promotion of personnel. Change the concept of celibacy between family businesses and traditional Chinese social phenomena, and keep the advancement of personnel fair and just.

Standard staff assessment. No favoritism and malpractice, according to the facts, screen out the people who contribute to the enterprise, do not fish in the muddy water, indiscriminately.

While introducing talents to meet the needs of different employees, encourage employees to make employees aware of the company, tie their interests with the company's goals, and increase their enthusiasm. Improve the management system and give full play to the role of human resources management.

The human resources management of private enterprises is still in the traditional stage, and the recruitment, salary, assessment, training, and incentive systems are not perfect.

While introducing talents, it is necessary to retain talents and control the loss of labor.

When the company has a comprehensive policy and meets the needs of employees, this will bind employees' interests with the company's goals and stimulate employee enthusiasm. And reduce brain drain.

When the system and system are perfect, employees will have a sense of belonging to the company, thereby enhancing the enthusiasm and initiative of employees to work, and thereby improving the company's competitiveness.

In the process of research, I found that private enterprises need to change the traditional phenomenon and formulate a perfect management system, but reform is innovation. With the innovation and improvement of the human resources management system, will it have a negative impact on the company? Will breaking the traditional system affect the company in the short term? Will it meet employee needs and encourage employees to stimulate internal conflicts? Will strict rules and regulations weaken the company's vitality? These are the deficiencies of my research. after analysis, Most enterprise leaders and employees believe that the company lacks a perfect human resource management system and hopes to improve the social resource management system. According to domestic and foreign phenomena and survey results, most employees do not have a strong sense of ownership. Therefore, it is necessary to improve the rules and regulations, so that employees have a sense of belonging. Since most employees believe that the company's system is not sound, breaking the traditional method will not affect the company. In the long run, it will benefit the company. Satisfying employees Encouraging employees is taking care of their feelings, not indulging in them. This needs improvement. A perfect and strict system will make the hierarchical structure clear, and need to train specialized management personnel to coordinate interpersonal relationships. The development of rules and regulations will make employees feel at ease. The company's sense of care for employees encourages them to make employees work in a comfortable environment. Nevertheless, one thing needs to be improved: be strict and not too harsh, so as not to affect the vitality of the company.

RECOMMENDATION

According to the investigation of Jiangsu Zhongjian Design Institute Co., Ltd., at present, the human resource management of private enterprises is still in the stage of personnel management, which needs to be slowly transitioned to the stage of modern human resource management. This transition cannot be rushed. It still needs some time to improve and settle. The traditional personnel management thinking still affects the development of private enterprises. The change of enterprises cannot be rushed. It must be changed step by step and slowly adapted.

Although there is a perfect human resource management system, there is currently no way to comprehensively improve the private enterprise's human resource management system, especially in terms of salary management, incentives and training.

At present, the scientific level of private enterprise management methods is still relatively low. It cannot be imitated. It needs to be rationally improved in accordance with the characteristics and scale of the enterprise. It is not a system that is suitable for all enterprises. Enterprises also need to improve and change.

Relevant countermeasures for perfecting human resources management in private enterprises can be achieved by transforming traditional management models, incorporating modern management concepts into enterprise management, and respecting and digging up talents. Through differentiated human resource management methods, to further improve the effectiveness of management. Improve and perfect the management system. By perfecting the system management, the enterprise can be more standardized, achieve better goals, make the enterprise's planning more detailed, and have a basis for the implementation plan. Comprehensively improve the basic quality of management personnel to ensure the ability of human resources management personnel. Rely on scientific methods to improve the assessment and incentive system, so that the employees of the enterprise are more motivated and proactive, while creating more value for the enterprise while gaining respect and more value reflection.

In this study, the problems related to human resources management in private enterprises and the corresponding countermeasures to improve management are faced with research limitations and improvement of research methods. In practical research, more research methods, such as data statistics and inspection, and more comprehensive investigation, can be used to combine theory and practice more closely, which is conducive to improving the quality of research. The depth of research content. This research focuses on human resource

management, which involves many aspects in fact, and needs to be fully considered and further improved. In enterprise management, there are many contents of human resource management, and an in-depth analysis of salary, incentive and training is conducive to better providing research conclusions.



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Appendix

Appendix

Questionnaire on Human Resource Management of Private Enterprises in China (Jiangsu)

Dear Mr./Ms:

Hello!

This is a research questionnaire on human resources management of private enterprises in China (Jiangsu), aiming at exploring

This paper discusses the main problems and influencing factors of human resources management in private enterprises in China, hoping to use your knowledge and experience,

In order to achieve the goal of academic and empirical analysis.

This questionnaire is divided into three parts: the first part is "background" and the second part is "the present situation of human resource management"

Investigation ",the third part is" to improve the level of human resources management in private enterprises ". Please refer to the question

Note on filling and answering the volume, and fill and answer one by one, paying attention to single choice and multiple choice. The information you provided is very important for this study.

Please take 10 minutes to fill in the answer as a thank you. This questionnaire is anonymous, and the information is only used within the group

Analysis, please rest assured to fill in the answer. Thank you again for your assistance!

Part I Background

1. the identity of your private enterprise is: ()

- A. Owner B. Person in charge of human resource management C. Human resource manager
D. Ordinary employee

The second part investigates the present situation of human resource management

1. your general impression of China's current human resources management level is: ()

- A. The management level is very high B. The management level is high C. The management level is general D. The management level is low E. The management level is very

Low

2. Do you think China has improved its human resources management in recent years: ()

- A. Very big B. Big C. General D. Small E. Very small

3. What factors do you think have an impact on human resource management: () (multiple

choices)

A. Management philosophy B. Management system C. Management method D. Management personnel quality E. Others

4. What do you think are the current problems in human resource management? Please select:
() (multiple choices)

A. Lack of standardization in employee recruitment B. Lack of scientific compensation management C. Lack of pertinence in training management D. Promotion of personnel

Lack of impartiality E. Lack of standardization of personnel assessment F. Incomplete personnel incentive mechanism G. Others

5. What do you think of the standard degree of human resources recruitment in private enterprises at present: ()

A. Very standard B. Standard C. General D. Irregular E. Very irregular

6. What do you think of the scientific degree of salary management methods in private enterprises at present: ()

A. Very scientific B. Science C. General D. Unscientific E. Very unscientific

7. What do you think of the pertinence of training management in private enterprises at present: ()

A. Very targeted B. Targeted C. General D. Untargeted E. Serious lack of targeting

8. What do you think of the fairness of the promotion of private enterprise personnel at present: ()

A. Very fair B. Fair C. General D. Unfair E. Very unfair

9. What do you think of the standard degree of personnel assessment in private enterprises at present: ()

A. Very standard B. Standard C. General D. Irregular E. Very irregular

10. What do you think of the sound degree of incentive mechanism for personnel in private enterprises at present: ()

A. Very sound B. Sound C. General D. Incomplete E. Very imperfect

11. What do you think of the advanced level of human resources management concepts in private enterprises: ()

A. Very advanced B. Advanced C. General D. Backward E. Seriously backward

12. What do you think of the soundness of the current human resources management system in private enterprises: ()

A. Very sound B. Sound C. General D. Incomplete E. Serious imperfection

13. What do you think of the scientific degree of human resources management methods in

private enterprises: ()

A. Very scientific B. Science C. General D. Unscientific E. Very unscientific

14. What do you think of the quality of human resources managers in private enterprises at present: ()

A. Very high B. High C. General D. Low E. Very low

The third part is the understanding of improving the level of human resources management in private enterprises

1. What do you think are the strategies and measures to improve the level of human resources management in private enterprises?

Thank you.

