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Completed:

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TASK

on qualification work for student

Jiang Yu

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2. Deadline for student completed project (work) March, 18 2023

3. Background to the project (work):

educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2019-2021

4. Contents of settlement and explanatory notes (the list of issues to develop):

Explore the theoretical aspects of the concepts of "Human resource management", "Management System", "Administrative management", characterize the human resource management of private enterprises. To study the approach of human resource management of the Enterprise. Analyze human resources status, recruitment, training, compensation management and performance appraisal of the enterprise for the period of 2021 - 2023. Develop a program to improving of human resource management.

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CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
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2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	September - October, 2022	
3	Preparation and presentation of draft of the first chapter of the thesis	November 2022	
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	December 2022	
5	Making the theoretical part of the thesis, summarizing the analytical part	January 2023	
6	Design options improve the research problem	January 2023	
7	Completion of the project part of the thesis, design chapters	January 2023	
8	Previous work and its defense review	March 2023	
9	Checking the authenticity of the thesis	March, 12 2023	
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ABSTRACT

Jiang Yu. Improving the management of human resources of the enterprise.

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Nowadays, the competition among enterprises is no longer purely the competition of output and economic benefits. As an economic organization, an enterprise must ensure the effective and normal operation of its organizational structure in order to achieve its own development strategic objectives. Therefore, the establishment and implementation of enterprise human resource planning by organizations is an important work to achieve the development strategic objectives. The biggest capital of an enterprise is human resources. Talent competition among enterprises has become the main content of modern enterprise competition. Enterprise human resource management is the key issue of enterprise development, and it is also the most basic management content in the process of enterprise development. Therefore, human resource management is of great significance to the survival and development of enterprises and enterprises must face and attach importance to human resource management to ensure that it can advance rapidly in the fierce market competition and win the favor of the market.

In the enterprise competition in the era of knowledge economy, the importance of human resource management is self-evident. In practice, we have gradually explored a set of human resource management models suitable for enterprises. Since this paper uses FC companies as a sample to study enterprise human resource management, in view of the limitations and limited space of the sample, this paper only conducts a preliminary discussion on several modules of enterprise human resources recruitment, training, salary management and performance, and cannot further analyze and study in depth, and there must be many deficiencies in the article.

Key words: human resource management, talent competition, enterprise development, development strategy.

АНОТАЦІЯ

Цзян Юй. Удосконалення управління людськими ресурсами підприємства.

Кваліфікаційна робота зі спеціальності 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2023 - Рукопис.

У наш час конкуренція між підприємствами вже не є виключно конкуренцією за випуск продукції та економічні вигоди. Як господарська організація, підприємство має забезпечити ефективне та нормальне функціонування своєї організаційної структури для досягнення власних стратегічних цілей розвитку. Тому створення та впровадження системи управління розвитком людських ресурсів підприємства є важливою роботою для досягнення стратегічних цілей розвитку. Конкуренція талантів між підприємствами стала основним змістом конкуренції сучасного підприємства. Управління людськими ресурсами підприємства є ключовим питанням розвитку підприємства, а також основним змістом управління в процесі розвитку підприємства. Таким чином, управління людськими ресурсами має велике значення для виживання та розвитку підприємств, і підприємства повинні надавати важливе значення управлінню людськими ресурсами, щоб забезпечити його швидке просування в умовах жорсткої ринкової конкуренції та завоювати прихильність ринку.

Щоб досягти довгострокового розвитку та підвищити конкурентоспроможність на ринку, підприємствам, особливо малим і середнім, необхідно сформулювати систему управління людськими ресурсами, яка б відображала їх реальний стан. В кваліфікаційній роботі досліджено набір моделей управління людськими ресурсами, придатних для підприємств. Практична складова запропонованих рекомендацій орієнтована на FC & CO LIMITED як зразок для дослідження управління людськими ресурсами підприємства. Доведено актуальність впровадження модулів набору персоналу підприємства, навчання, управління заробітною платою та ефективності.

Ключові слова: управління персоналом, конкуренція талантів, розвиток підприємства, стратегія розвитку.

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INTRODUCTION

Enterprise performance refers to the operating efficiency and operator performance of an enterprise during a certain period of operation. The performance of an enterprise is related to the three factors of capital, technology and human resources. A good control of the relationship between these three factors will help the enterprise to achieve high performance. Capital is a factor that can be measured through a sophisticated accounting system. The benefits obtained from technology can be evaluated through a similar control system. The human resource of an enterprise is the core factor in the three elements of productivity. It is difficult to accurately measure its contribution to productivity. It includes the quantity, quality, level and structure of human resources in the enterprise. However, it is also the most valuable and active factor in enterprise resources, and it is also the most difficult to control and full of variables. The fundamental purpose of enterprise human resources management is to attract the human resources needed by the enterprise to the enterprise, retain them in the enterprise, mobilize the enthusiasm for work, develop the potential of employees, and achieve the goal of serving the enterprise.

The purpose of the research is to study how to improve the enterprise's human resource management system, improve the level of human resource management, and explore a human resource management model suitable for the enterprise's own characteristics.

According to a particular purpose, only the important objectives of this work are:

- to analyze the relevant theories of human resource management, distinguish the management categories and functions;

- to analyze the matching degree between enterprise development stage and human resource management mode;

- to determine the importance of improving and strengthening human resource management;

- to analyze the development status of enterprises and the characteristics and problems of human resource management;

to analyze the problems and causes of FC's human resource management;
to determine the countermeasures to strengthen and improve FC's human resource management;
to summarize and summarize the full text.

Subject of the research there are theory, problems and countermeasures of enterprise human resource management.

Object of the research there are the organization, human resource structure and characteristics of the enterprise.

Elements of scientific novelty of the obtained results of work are: providing theoretical support for the reconstruction of a fair and reasonable compensation management system, establishing a performance management system based on strategy, and formulating methods to build a talent training and development system combining internal training and outsourcing.

The practical significance of the obtained results is that they can provide the direction and certain help for improving the enterprise human resource management.

Methodological basis of the study there are scientifically confirmed interpretations of the concepts and phenomena in management, dialectical, logical and systemic approaches to their consideration. During the research general scientific methods of analysis and synthesis, theoretical generalization and comparison, statistical and graphical analysis and grouping were used. The following methods were used to solve the tasks in the work: scientific generalization (when determining the essence of processes and systematization of their components); system approach; formation of tables, diagrams, graphs - to present the results of theoretical and practical research in a visual form; classification, scientific abstraction, system and complex analysis, economic analysis; calculation-analytical, comparative - to compare indicators over the years.

SECTION 1

OVERVIEW OF THE THEORY OF HUMAN RESOURCE MANAGEMENT

In the modern human resource management and the traditional personnel management, its foothold is the management concept. These two management modes are the management modes formed in order to adapt to the management needs under different economic development backgrounds. Through the effective analysis of the difference between the traditional personnel management and the modern human resource management, the deficiencies in the actual work can be improved [2]. Modern human resource management originated from the early labor management in Britain, and evolved through the personnel management in the United States. Now, the concept of human resource development and management has been widely recognized and accepted. On the one hand, some large multinational companies have made remarkable progress and achievements in the process of practicing modern human resource management concepts and values. On the other hand, these also strengthen the importance of enterprises to human resource management.

The traditional personnel management is characterized by a kind of management with people and things as the core, the organization, coordination, communication, control, supervision of the relationship between people and things as the responsibility, and the pursuit of people and things as the appropriate goal. Modern human resource management is a new type of personnel management developed on the basis of traditional personnel management, that is, it contains the main content of traditional personnel management. Compared with the traditional personnel management, the modern human resource management has the essential differences in the management concept, management goal, mechanism function and other aspects. An example of the difference is shown in Table 1.1

Table 1.1 - The difference between modern human resource management and traditional personnel management

Compare items	Modern human resource management	Traditional personnel management
Concept	Treat employees as valuable and important resources	Treat employees as cost burden
Purpose	Satisfy employees' self-development needs and safeguard the long-term interests of the organization	Ensuring the realization of the organization's short-term goals
Mode	People centered	Focus on things
Nature	Strategic	Tactical and operational
Depth	Proactive and development oriented	Passive, pay attention to management
Function	System and integration	Single, decentralized
Content	Rich	Simple
Status	Decision makers	Executive layer
Working method	Participation and transparency	Control
Relationship with other departments	Harmony and cooperation	Opposition and conflict
Relationship with ordinary employees	Help, Service	Management and control
Attitude towards employees	Respect and democracy	Imperative
Roles	Challenges and changes	Routine and record
Department attributes	Production and benefit department	Non production and benefit departments

Source: He Xiaoyan, Comparison between Traditional Personnel Management and Modern Human Resource Management, 2016

The core of human resource management is "selecting people, educating people, employing people and retaining people", and its supporting functions include human resource allocation, human resource development, human resource evaluation and human resource incentive.

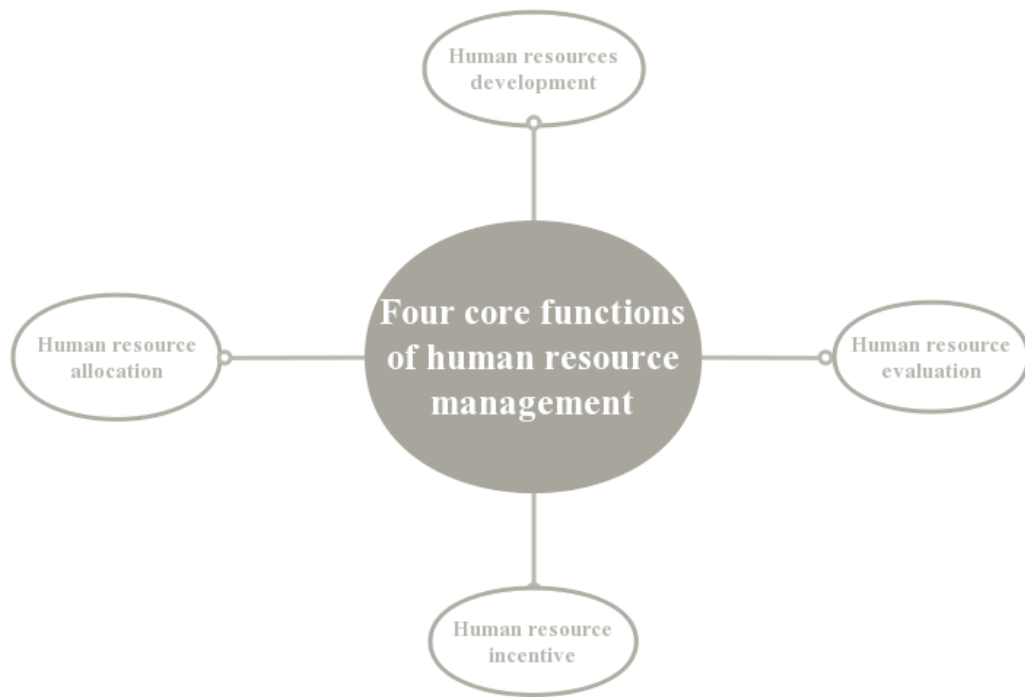


Figure 1.1 - Four core functions of human resource management

Source: own research

The core task of human resource allocation is to according to the company's development goals to configure the required human resources, recruitment enterprises need human resources, the existing personnel position adjustment and position optimization, establish effective personnel exit mechanism to output does not meet the needs of the company, through the human resource allocation to realize the rational flow of human resources.

The core task of human resource development is to systematically develop and cultivate the company's existing human resources, so as to meet the development needs of the company in terms of quality and quality. Organize the corresponding training according to the needs of the enterprise, and make the leader succession plan and the employee career development plan to ensure that the employees and the company maintain the synchronous growth.

The core task of human resource evaluation is to objectively evaluate the quality, ability and performance of employees. On the one hand, to ensure that the strategic objectives of the company are effectively combined with employees'

personal performance, and on the other hand, to provide a reliable decision-making basis for employee motivation and career development [3].

The core task of human resource incentive is to motivate employees according to the needs of the company's development and the performance of employees, to formulate scientific compensation, benefits and welfare and long-term incentive measures to stimulate employees to fully play their full potential, and to realize their own value on the basis of creating value for the company.

According to the theory of organizational life cycle, each enterprise development goes through four stages: initial stage, growth stage, maturity period and decline stage [4]. The focus of human resource management is different in each stage, and human resource management can be roughly divided into four modes or stages, namely, human resource management mode in the initial stage, human resource management mode in the growth period, human resource management mode in the mature period and human resource management mode in the decline period.

1. Initial human resource management mode

In the early stage of the development of the enterprise, the enterprise scale is relatively small, the management level is less, and the decision-making power is concentrated in the hands of the boss alone, and the boss directly manages to the most basic level. The task amount of various management work in the enterprise is small, the functional staff of the enterprise is less or no, the post structure is relatively simple, the base wood is a business or operation position, and the degree of functional specialization is relatively low. Under this condition, if the enterprise human resource management to complete some recruitment, wage planning, employee file management and other administrative affairs. One of the most important " to implement the boss's decision, the fact, the vast majority of small businesses in the human resources management and administrative management is combined together.

2. Human resource management model in the growing period

With the continuous expansion of the scope of business, the division within the enterprise will become more and more detailed, and the managements of the enterprise will become more and more complex. In this context, the enterprise

management is forced to change from a highly centralized mode to a decentralized mode. This period of enterprise human resources management to content including building to meet the needs of enterprise development organization structure, at the same time set up a scientific and reasonable post system, clear each department functions and job gong and working standards, establish health each regulation chuan degree, the work smoothly for the enterprise to establish the human resources development management system, including human resources planning, recruitment, personnel selection, appointment and culture development to build a set post value on the basis of the salary system to establish a scientific and reasonable performance appraisal system, to provide sufficient information for human resource management decisions.

3. Mature human resource management mode

As the development of enterprises enters the mature period, the demand for human resources is increasing. At the same time, due to the more diversified and professional business scope, the organizational structure is becoming more and more complex. The structure of enterprise human resources demand will also change greatly, which puts forward higher and higher requirements for human resources. On the basis of system management, the enterprise will strengthen the management of salary and performance management, human resource planning, recruitment, training and development and other functions. On the one hand, it will improve the performance by stimulating the work enthusiasm of employees, and on the other hand, improve the quality of employees through the training and development of human resources. At this stage, in general, enterprises will set up a human resources department to undertake the function of human resources alone, and some enterprises will also set up a training and development department to strengthen the management of human resources training and development.

4. Human resource management model in recession

As the development of the enterprise enters the recession period, the human resource management such as salary management, performance management, recruitment and training is relatively systematic and comprehensive, so the focus of human resource management should be shifted to the long-term, focusing on the

sustainable development ability of the enterprise. On the one hand, the corresponding human resource strategic planning should be formulated according to the development strategy of the enterprise, and should be specific from different levels of policies, systems and measures, so as to provide sufficient talent support for the development of the enterprise. On the other hand, through summarizing and refining the effective management concepts, management systems and management methods of the enterprise, it is necessary to form a unique, healthy and working code of conduct that are widely recognized by the majority of employees. And through the training of employees at all levels of the enterprise, the enterprise employees recognize the values of the enterprise, the development vision of the enterprise, and the enterprise code of conduct and working standards into their own rules, the employees entering the enterprise into real enterprise people.

In short, human resource management is a systematic project including selection, education, employment, and retention, etc. It is an important work of enterprise operation and management, and a strong support for the realization of enterprise strategy. How to build the matching human resource management mode according to the development stage and how to optimize the human resource management of enterprises is a problem worthy of in-depth study of every enterprise, especially the private small and medium-sized enterprises[5].

According to statistics, the private sector contributes close to 60 percent of China's economic output and employs three-quarters of the urban workforce, and the short life span of private companies in China is unimaginable. Only 10% of companies can survive for more than a year. The life cycle of an enterprise from birth, development, prosperity to decline is very short. Therefore, in order to survive and grow in the competition, private enterprises must make full use of their own advantages, take effective measures to strengthen human resource management, and build their own core competitiveness, so as to remain invincible in the fiercely competitive market.

1. Optimize human resource management to lay the foundation for enterprise development

People are the most fundamental factor for the survival and development of an enterprise, and they are the only resource for an enterprise to maintain its competitive advantage. Excellent human resource management can provide necessary support for employees to give full play to their potential, so that employees can contribute their talents to the enterprise, so as to ensure the sustainability of enterprise growth and lay the foundation for enterprise development.

2. Strengthen human resource management to build the core competitiveness of enterprises

On the basis of strengthening the human resource management, the huge growth space of the enterprise is bound to attract more talents to join. When the enterprise really has the collection of human capital, the core competitiveness of the enterprise will be formed. Through the in-depth excavation of human resource management, enterprises can completely build up the core competitiveness of human capital.

3. Human resource management has great potential

The internal development of human resource management in enterprises is not sufficient. Most of the human resource management of private small and medium-sized enterprises still stays in the traditional personnel management content such as recruitment and salary, and human resource management does not play a corresponding role. If enterprises can improve the level of human resource management, in fact, it will greatly attract human capital and strengthen the core competitiveness of small and medium-sized enterprises.

How to solve the problems existing in the enterprise in human resource management, and make human resource management become the driving force to promote the development of enterprises.

SECTION 2

FC COMPANY' S HUAMN RESOURCE MANAGEMENT PROBLEMS AND CAUSE ANALYSIS

2.1 Current status of human resources management in small and medium-sized private enterprises

1. Enterprise concept

Enterprises generally refer to legal persons or other social and economic organizations that use various production factors (land, labor, capital, technology and entrepreneurial talent, etc.) to provide goods or services to the market for the purpose of making profits and implement independent operation, self financing and independent accounting [6]. Enterprises are divided into large enterprises, medium-sized enterprises, small enterprises and micro enterprises according to their scale. According to the Notice on Printing and Distributing the Provisions on the Classification Standards for Small and Medium sized Enterprises formulated by the Ministry of Industry and Information Technology, the National Bureau of Statistics, the National Development and Reform Commission and the Ministry of Finance, small and medium-sized enterprises must meet the following conditions: the number of employees is less than 2000, or the sales volume is less than 300 million yuan, or the total assets are less than 400 million yuan. Among them, medium-sized enterprises must meet the requirements of 300 or more employees at the same time, with sales of 30 million yuan or more and total assets of 40 million yuan or more; The rest are small enterprises.

2. Development status of enterprises-Private enterprises

The basic socialist economic system of China is based on public ownership, and diversified ownership economies develop together. All non-public enterprises are private enterprises. After many years of reform and opening up, the private economy has gradually grown into a major component of China's socialist market economy [7]. Private enterprises, especially small and medium-sized private enterprises, have

strongly promoted the development of China's productive forces, becoming an important force supporting China's economic growth and the main force absorbing employment.

(1) The total number of private enterprises has continued to grow rapidly

In April 1988, the Constitution of the People's Republic of China established the legitimate status of the private economy, and in June of the same year, The State Council issued the Interim Regulations of the People's Republic of China on Private Enterprises [8]. In 1989, the State Administration for Industry and Commerce, in accordance with the Constitution and the Interim Regulations for Private Enterprises, began the registration of private enterprises, and a total of 90,581 private enterprises were registered in that year. In 1992, Deng Xiaoping's "southern tour" talk ushered in the spring of private enterprises. According to the statistics of the State Administration for Industry and Commerce, from 1993 to 2022, the number of private enterprises increased by more than 33 times, with an average annual growth rate of 28.87%. By the end of 2022, private enterprises had reached 3.0055 million, an increase of 977,000, or 48.16 percent, over 2001 [9].

(2) Corporate tax payment has increased significantly

As companies grow, the tax payments of private companies increases. At the end of 2022, the median amount of tax paid by companies surveyed by the bureau was 80,000 yuan, a ratio of about 4.0% to the median sales (2 million yuan). The proportion of big taxpayers is also rising [9]. At the end of 2022, among the enterprises surveyed by the Bureau, 15.0% paid over 1 million, 9.1% paid over 2 million, and 3.7% paid over 5 million. That is to say, enterprises paying more than 1 million yuan accounted for 27.8 percent. Compared with previous surveys, the amount of corporate taxes is rising. The survey rose 13.6 percentage points from the median figure in the 2002 survey. The ratio of taxes to sales is fundamentally stable, keeping below 4.0% [10].

In addition to paying the various taxes collected by the state, enterprises should also pay the fees collected by various administrative departments and various organizations. The amount of the enterprise remains unchanged, which shows that the burden of the enterprise has not been reduced.

(3) The registered capital has continued to rise

According to the survey, the registered capital increased from 68.1 billion yuan at the end of 1993 to 3530.5 billion yuan at the end of 2022, with an average annual growth of 48.41% (4214.6 billion yuan by the first half of 2022); In 2022, the average registered capital of private enterprises reached 1.1747 million yuan, 12, up 24.16% over 2001, including 846 from 5 million to 10 million, 830 households with more than 10 million households. There were 1,156 households with a registered capital of more than 100 million yuan, an increase of 498 households over the same period in 2002 [11].

(4) Made a great contribution to job absorption

According to the State Administration for Market Regulation, the number of employees increased from 3.72 million at the end of 1993 to 42.99 million at the end of 2022, an increase of nearly 12 times, with an average annual growth rate of 27.72% (by the first half of 2022, the number of employees had reached 47.14 million). Meanwhile, the median number of employees in 2022 was 24 [12]. In the long run, the number of employees in private companies is fundamentally stable throughout the year. The median number of employees of companies surveyed was equal from the median number of companies surveyed in 2002. Therefore, the number of employees in private enterprises is fundamentally stable. In addition to year-round employment, companies also employ some seasonal workers. The median number of workers that employed more than half a year without a year was 5.

A considerable part of the workers employed by private enterprises are laid-off workers and migrant workers. The median number of laid-off workers employed in the enterprises surveyed by the bureau was 6, accounting for 25.0% of the median total number of employees (24 people) [13]. The median number of migrant workers employed in the companies surveyed was 12, accounting for 50.0% of the median total number of employees (24 people).

According to the above data, more than half of the employees employed by private enterprises in China are migrant workers, and a quarter are laid-off workers. The development of the private economy has also effectively promoted the reform of state-owned enterprises. It has played an important role in solving the lack of capital

of state-owned enterprises and the difficulty of reemployment of laid-off workers. It has played an important role in stabilizing growth, promoting innovation, increasing employment, and improving people's well being, and has become an important force in promoting economic and social development.

3. The judgment of the development stage of private small and medium-sized enterprises in China

While fully affirming the development achievements of private enterprises in China, we must see that, in terms of the growth stage, at present, except for a few large private enterprises have entered the mature period, the vast majority of private enterprises in China are still in the initial stage and growth period [14]. The main basis is:

From the perspective of enterprise size and growth process. According to the relevant data, the small and medium-sized enterprises registered in the administrative department of industry and commerce account for more than 99% of the total number of registered enterprises. When private enterprises were founded, they took private savings and loan financing as the main sources of funds, and the scale was relatively small, which determines the high proportion of small and medium-sized enterprises in China's private enterprises. At the same time, due to the small scale of private small and medium-sized enterprises, small personnel, in the market competition, in the marketing has to take the "fill marketing" strategy and "gap marketing" strategy, in order to avoid the direct competition with large enterprises, in order to survive and develop. It is this characteristic that determines that most small and medium-sized private enterprises are in the initial stage and growth stage.

Moreover, from the perspective of the innovation ability of enterprises. Quite a number of small and medium-sized enterprises in the innovation ability, product market competitiveness, especially the ability to adapt to market changes and the spirit and ability to seek new and strong, or will show the stage characteristics of enterprise growth, In this sense, the vast majority of small and medium-sized enterprises in China's independent innovation ability is still relatively weak, the market strain capacity is limited, the product of "new, special, independent" and other

aspects of the characteristics are not obvious enough, in the division of the growth stage can only be included in the initial period and growth period.

Although China has many enterprises such as Huawei Group, Meituan Group and ByteDance Group have entered the mature and stable development period. However, from the perspective of the whole private enterprise group, most private enterprises are still in the initial stage of growth, which correspondingly shows the typical characteristics of enterprises in the aspects of human resource management concept, talent appointment, incentive and restraint, human resource training and salary management [15].

Characteristics and problems of human resource management in different stages of small and medium-sized private enterprises. With the development of an enterprise, the human resource management of an enterprise will present different characteristics in different stages. The human resource management should be matched with the environment, tasks, thinking mode and vision of economic managers at different stages of development. The human resource management of enterprises also shows different characteristics in each stage of its growth and development.

In the life cycle of an enterprise, any enterprise needs to go through the growth, growth, maturity and aging stage in the process of development. At the same time, different human resource management schemes should be adopted for different stages. No matter which stage the enterprise is located, it is inseparable from human resource management.

Freshman stage

At the beginning of the new stage of the enterprise, at the beginning of its establishment, it did not enter the public view, and at the same time, it was not recognized by the society, and was scarce in terms of manpower, economy and resources. For the entrepreneurs of the enterprise, they occupy a very important position in the enterprise, and at the same time, their own role is also relatively sudden, emerging, which leads to the strong color of in the process of managing the company. At the same time the enterprise did not establish perfect rules and regulations, there is no clear business policy between various departments, in the

process of company business, mostly as the core of the leader, not form their own, enterprise culture, but in the future development and construction process, has more infinite and growth.

Growth stage

When the enterprise enters the process of growth after the new stage, the functions of various departments and organizations have been effectively enhanced, and at the same time, the corresponding rules and regulations have been established and improved, and the corporate culture has also emerged. The influence of the enterprise founders on the enterprise is gradually weakened, gradually assume the responsibility of overall management, in the real sense, become the leader of the enterprise, more professional managers gradually enter the enterprise, and play an important role . With the continuous exploration and improvement of the enterprise's own operation and management mode, the operation scale of the enterprise is gradually expanding, and the business scope is also expanding, resulting in the corresponding resources are facing tension.

Maturity stage

In the enterprise into the relatively mature stage, will not face more nervous financial situation, financial problems were effectively alleviate, can through the enterprise's own business to obtain larger profits, cash outflows are lower than the inflow, gradually will before the lack of capital situation fully reversed, capital has become relatively abundant. At the same time, the rules and regulations of the enterprise itself are gradually improving, and all departments and organizations also play an important role in the enterprise, which can effectively guarantee the innovative spirit and creativity of the enterprise. At the same time, the enterprise is also in a highly stable state. The requirements of customers can also be fully met, at the same time, customer satisfaction as an important assessment index of enterprise development, for their own corporate image and market image has been highly valued, customer first as an important business principle. The business plan formulated by the enterprise can also be fully implemented, and can objectively give scientific judgment on the future development direction of the enterprise in the overall situation.

Aging stage

After the enterprise enters the aging stage, its own vitality and power is relatively lack, lack of the innovative spirit in the previous stage, and their own profits are also produced, produced a downward trend, in the market competitiveness is weak, but also appeared the situation of capital shortage, the enterprise does not have strong flexibility. For the managers of enterprises, the ideology can not keep pace with The Times, do not keep up with the development of The Times, and at the same time do not take the enterprise technology development as the heavy point, resulting in relatively backward technical level, low work efficiency and weak work execution. There are also more idle personnel in the enterprise, who have no strong responsibility when problems appear, and shirk responsibility to each other. Employees' awareness of self-protection is gradually enhanced, and in their daily work, they are just superficial, just want to maintain the current situation, so that the relationship with customers is gradually alienated, which leads to the loss of vitality of the enterprise.

In general, most of the small and medium-sized enterprises in China are still in the start-up and growth stage, and the management is relatively extensive and simple. The development of an enterprise mainly depends on the leadership status and unique leadership charm of entrepreneurs [16]. However, when the enterprise needs to develop at a higher level, scale and level, the original extensive management mode of small and medium-sized enterprises has become a shackle restricting their growth, which is highlighted in the internal human resource management of the enterprise:

1. Some entrepreneurs lack a correct understanding of human resource management. In addition to some collectivized enterprises and some enterprises engaged in high-tech industries, a large part of small and medium-sized enterprises have a backward concept of management talents and lack a correct understanding and necessary attention to human resource management.

Enterprises do not pay enough attention to human resource management, and just change the personnel department into a human resource department. The management of people is still in the simple personnel management stage rather than

rising to the real human resource management stage. At the same time, most enterprises generally believe that the human resource management is only a matter of the human resource department, and it has nothing to do with other departments, which makes it difficult to effectively carry out the enterprise human resource management work.

Lack of long-term vision of relying on talents to develop and expand enterprises, the enthusiasm for the development of human resources is not high, and the initiative is not strong, often only satisfied with the ability to survive the enterprise in the environment, unwilling to spend manpower, energy, financial resources to introduce high-quality talents, resulting in the development of the enterprise slowed down, and even the loss of rare opportunities for development.

At the same time, many private business owners in the talent training have utilitarianism, developing and cultivating talents is the concern of "making wedding clothes for others", they only use but do not raise talents, do not want to have a large investment in talent development and cultivation, and lack the concept of full development and training, rational use and effective management of talents [17]. This concept hinders the excavation of the potential of employees, but also greatly contusion to the enthusiasm and creativity of employees, and its consequences also greatly hinder the development of the enterprise itself.

2. "Parnalistic" management mode generally leads to the lag of institutional construction. The "paternalistic" management mode of private enterprises plays a very important role in the start-up stage. However, when the enterprise develops to a certain extent, with the increase of the daily affairs of the enterprise, the "paternalistic" management mode may cause blind decision-making, chaotic management chaos and abuse of rights [18].

Many business owners of private enterprises still have the idea of hands-on business, lack of full trust in employees or still doubt the ability of employees, and believe in the "rule of man", rather than managing the enterprise through the system, thus interfering with some normal professional enterprise operation behavior. The absolute right of the boss is above the management system, and the lack of the

corresponding supervision and restraint mechanism may also bring huge losses to the enterprise and even lead to the decline of the enterprise.

Many private enterprises lack an open, fair and just mechanism in the distribution of employee benefits. Even if some enterprises to attract talent, developed a series of salary welfare system, but due to the lack of scientific and reasonable performance evaluation system and matching measures, or the salary welfare system itself has defects, not to ensure that talents in the wisdom and labor after the corresponding economic benefits, so that the system is often a mere formality, the role of scientific management use of human resources.

2.2 Human resource structure and characteristics of FC company

(1) Basic information of the enterprise

FC Co., Ltd. is a fast-growing private enterprise, a foreign trade enterprise dedicated to cross-border e-commerce. The company was established in 2020 and is located in Hangzhou City, Zhejiang Province. Its headquarter is located in SZ. It was established in 2010 and belongs to the software and information technology service industry. The licensing projects include Internet information services; import and export of goods; import and export of technology; import and export agency etc. FC enterprises have achieved high-speed development in just two years. Although it has made some progress in human resource management, there are still many deficiencies[19].

(2) Organization structure of FC Company

Usually, enterprises will adopt different organizational structures according to their own situation[20]. The flat organizational structure means that each functional unit is independent, and each other through frequent communication between managers and department staff, to solve various problems; Project team-style organizational structure, project as the center, focus the personnel needed by the project in one team; Hybrid organizational structure, one part adopts project group management, while the other part adopts flat management. A good corporate structure benefits a lot from the subsequent development of the enterprise.

FC company's organizational structure, like most enterprises, adopts flat and linear management, in terms of management, the general manager is responsible for the system. Under the general manager, there are finance Department, personnel Department, IT Department, logistics and warehousing Department, Production material control, purchasing Department, product Department and operation center. The organization of the FC company is shown in Figure 2.1

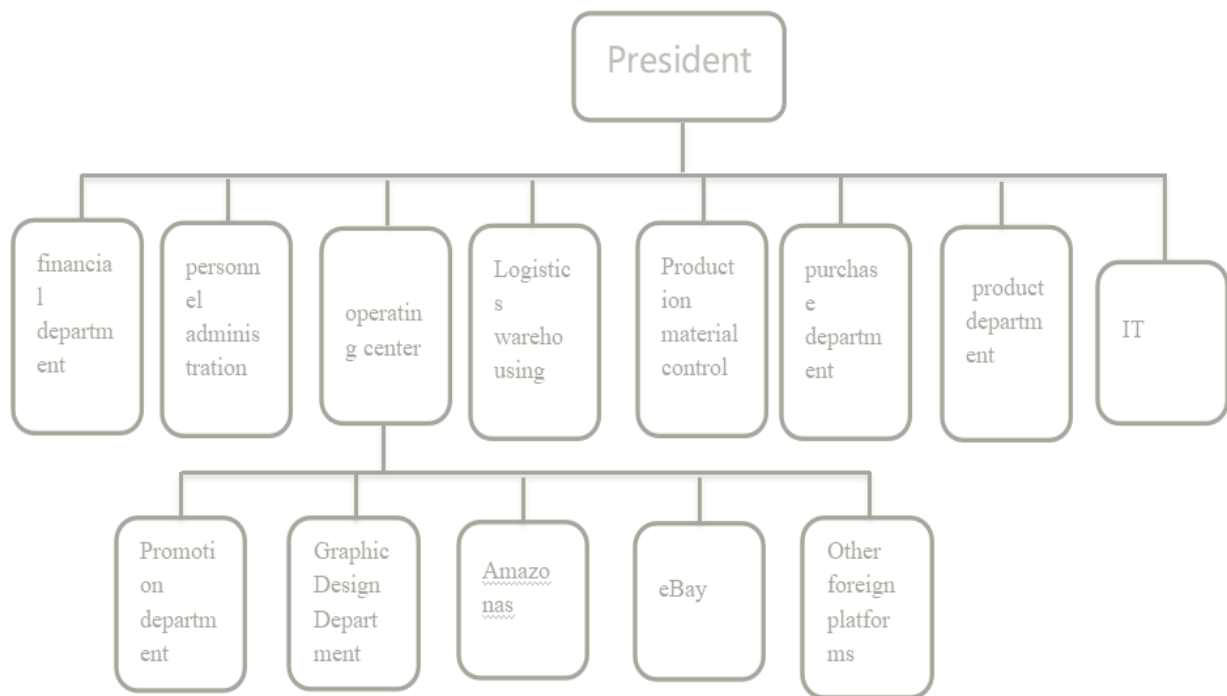


Figure 2.1 - The organization diagram of the FC Company

Source: According to the actual situation of FC company human resources sorting

The FC company is divided into several independent modules according to different functions, and each department manager reports to the general manager. The setting of the management level of the company reflects the characteristics of the private enterprise, which is relatively simple[21]. The organizational level of the management personnel includes the general manager-department manager-supervisor-group leader.

Table 2.1 - FC company rank system comparison table

Technical route	Technical title	Management route	Management title
P4	All kinds of commissioners,	NO	NO

	technicians		
P3	Art worker, accountant	M4	Leader, warehouse keeper
P2	Designer, trainer, and senior accountant	M3	All kinds of supervisor
P1	Senior engineer	M2	Department manager
		M1	General manager

Source: FC Company "Human Resource Management System"

The company has a total of 226 employees (according to the human resources statistics in December 2022), including 33 management and technical personnel, 167 grass-roots employees and 10 administrative logistics support personnel, and the ratio of male and female employees is more than 4:1.

Table 2.2 - FC Company Employee Classification Table

Position category	Position Title
Operation and promotion	Operations assistant, Data staff
Technology	Designers, technician, accountants and other employees engaged in technical work
Administrative logistics	Supplier, security, administrative and logistics staff
Product logistics	Order man, material clerk, distributor

Source: FC Company "Human Resource Management System"

(3) Human resource structure of FC Inc.

The distribution of educational background, age and professional title among management and technical personnel is shown in Figure 2.2

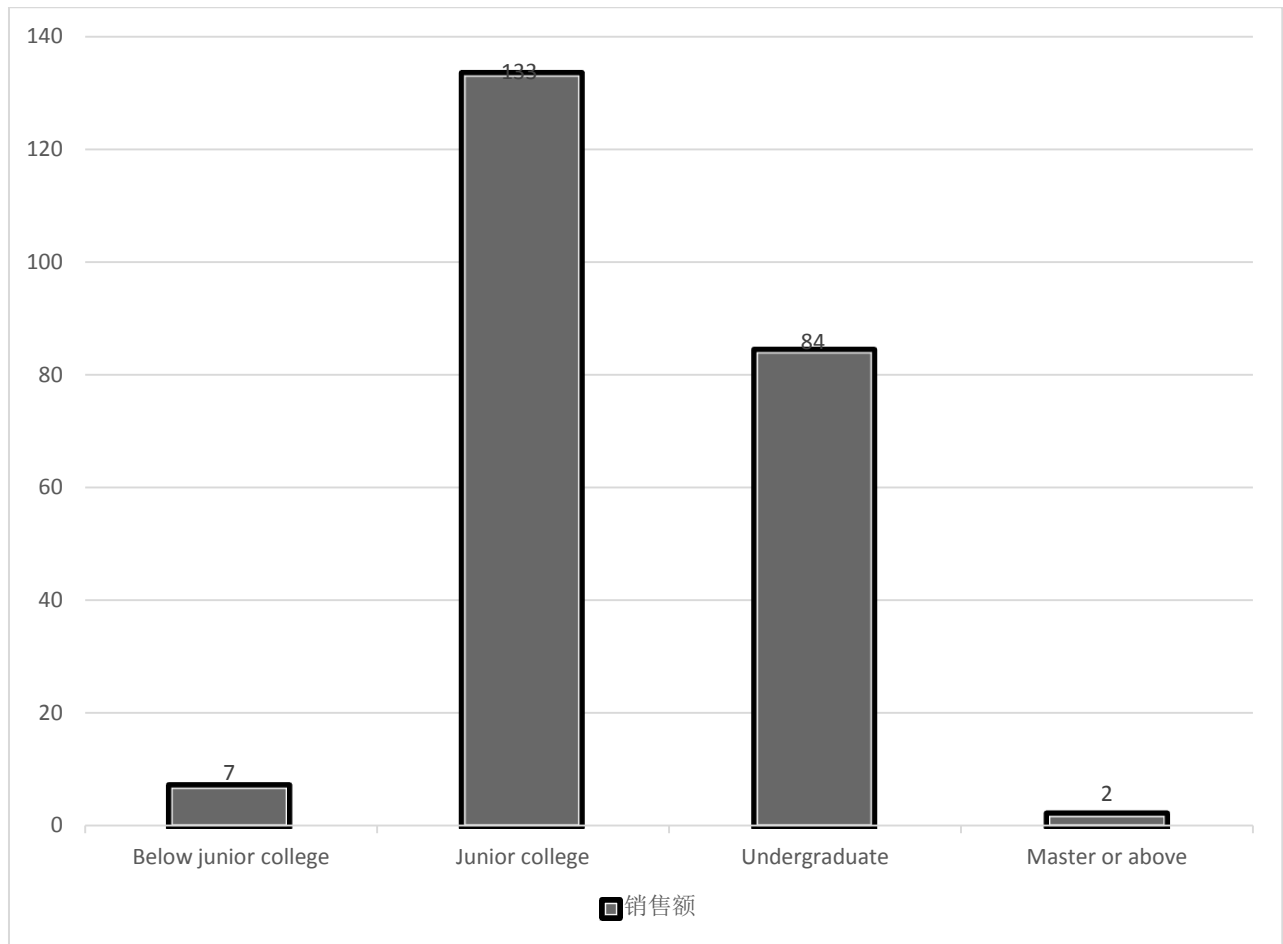


Figure 2.2 - FC company's distribution of human resources according to their educational background

Source: The above table is compiled according to the human resources statistics of FC Company in January 2022.

(4) Human resource characteristics of FC Company

From the perspective of the organizational structure of the enterprise, the present stage presents the functional management characteristics [22]. Part of the owners of the enterprise are authorized to the functional departments for management, but they still have to engage in the management work, and the ownership and management right are still integrated.

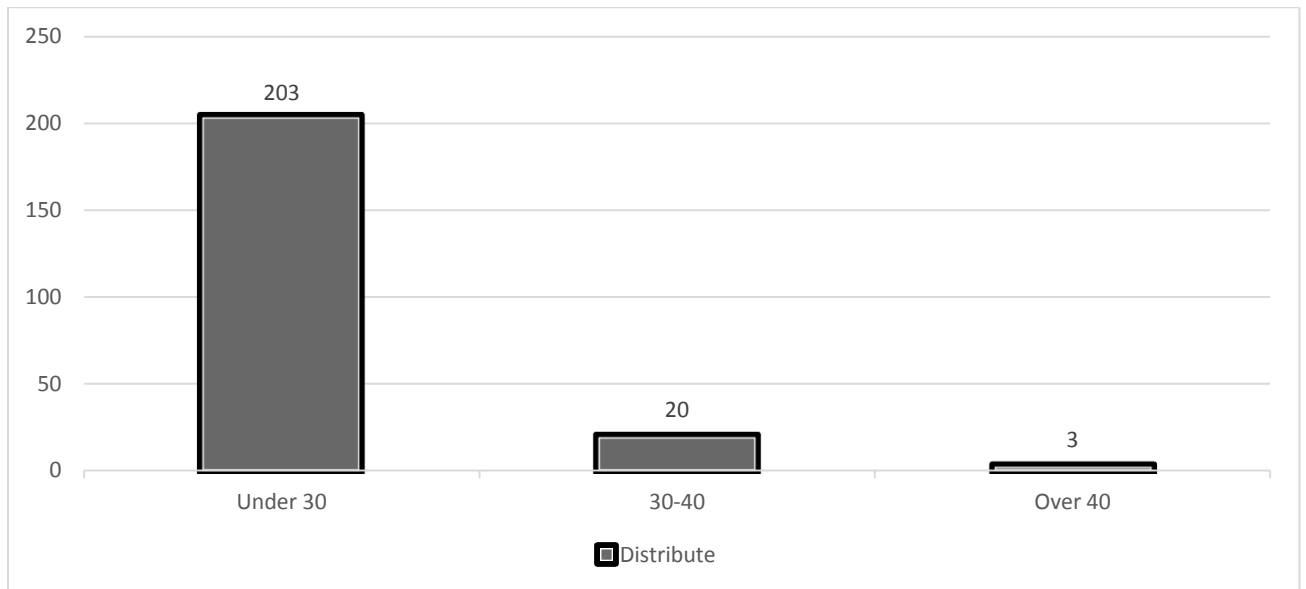


Figure 2.3 - Distribution of FC company's human resources by age

Source: The above table is compiled according to the human resources statistics of FC Company in January 2022.

The reason for this situation is that the resources of the enterprise are limited at this time, but in order to make the performance results as large as possible, more attention is needed to the expansion of category line, team, performance scale and the precipitation of brand.

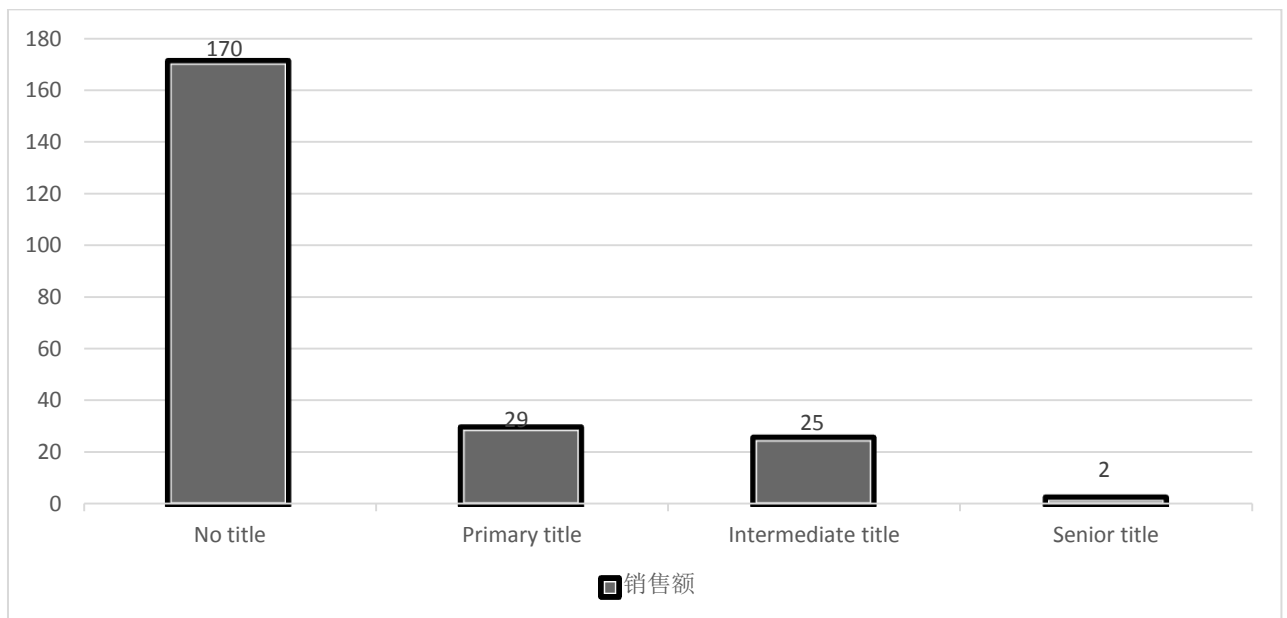


Figure 2.4 - The distribution of human resources according to their professional titles

Source: The above table is compiled according to the human resources statistics of FC Company in January 2022.

Therefore, it is necessary to use professional people to do professional things and give full play to the effectiveness of enterprise resources. The advantages and disadvantages of this organizational structure are as follows:

Realize economies of scale through the centralized processing of a single type of business activities by a single sector.

It is conducive to the training of functional experts.

Work efficiency is improved.

The General Manager can easily monitor all departments.

The cooperation between different functional departments is prone to contradictions.

It is difficult to determine the profitability of each category line.

1. From the perspective of personnel education, the overall quality of FC company is generally at the middle level, with 38% of personnel with bachelor's degree or above, and 62% with junior college or below (see Figure 3.2). This situation is first caused by the industry characteristics of the company. In addition to the operation section of the professional requirements for employees, most of the other departments do not have too high educational requirements for employees, but pay more attention to the practical work experience and professional skills of employees. As a growing enterprise, the company attaches more importance to the cost control of human resources. Relatively speaking, the human resource cost of highly educated talents is relatively high, so it will not excessively pursue the high education of employees in recruitment.

2. The age of FC employees is younger (see Figure 3.3), 90% of employees are under 30, and the average age of employees is 26. This is due to the company established time is shorter, adopt the way of public recruitment to recruit employees, in the Labour market labor supply is abundant, enterprises have greater choice, at the same time from the aspects of human resources cost, will tend to recruit young employees, relative to the older employees, enterprises in compensation, welfare, insurance spending is less [23]. And because cross-border electricity in F city is a kind of emerging industry, there is no ready-made "work experience" personnel can recruit, and the cost of the foreign introduction is higher, from this aspect, the

enterprise chose to recruit from society or relatively close to the industry personnel training, it is these factors lead to the average employee age under the age of 30.

3. From the perspective of enterprise professional titles, its distribution is a pyramid type, which is in line with the distribution characteristics of most small and medium-sized service enterprises. The main reason is that the enterprise has not been established for a long time, and no training mechanism has been formed within the enterprise. Most of the technical personnel required by the enterprise are recruited from the external market, and the enterprise grows up less internally.

In general, the FC company human resources situation reflects the characteristics of most private enterprises, by analyzing the human resources status of the FC Corporation, want to correctly solve the problems in human resources, improve the management of the enterprise human resources, is not only the human resource management to study, but also the enterprise long-term development of the strategic level to solve. How to effectively integrate and develop the human resources of the enterprises is the challenge faced by the human resource managers.

2.3 FC company's human resource management status and existing problems and causes of analysis

As a rapidly growing private small and medium-sized enterprise, FC company has achieved rapid development in just a few years. Although it has made some progress in human resource management, there are still many shortcomings.

(1) Analysis of the problems existing in the company's recruitment and their causes

1. The recruitment status of the company

The recruitment of FC companies is mainly through external recruitment to obtain the human resources needed by enterprises, and generally internal recruitment is rarely used. In the selection of recruitment channels, we mainly recruit personnel through schools, recruitment fairs, recruitment advertisements, recruitment software and recruitment agencies through talent agencies, less door-to-door recruitment, headhunting companies and other recruitment channels.

The recruitment process is that the manager of each department will report to the recruitment needs of the human resources department according to the type and quantity of the positions, and then the HR department will review and organize the candidates to interview (Figure 2.5).

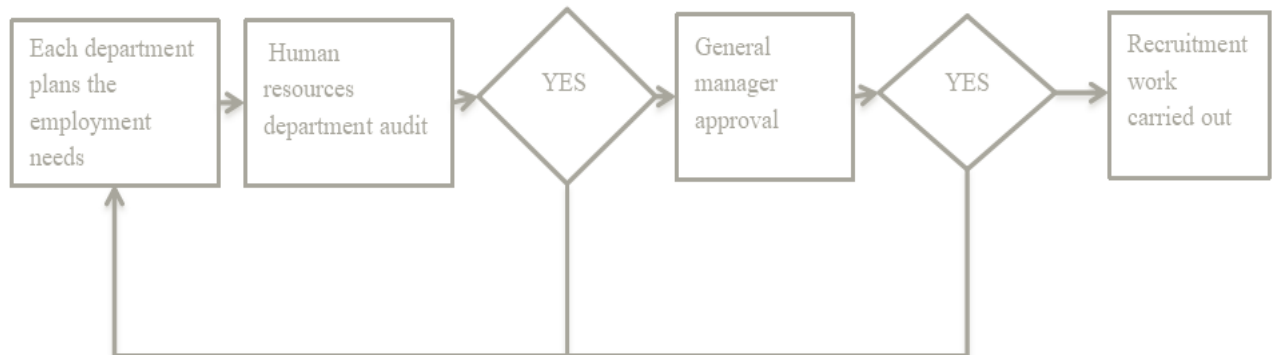


Figure 2.5 - Human resources recruitment and approval process

Source: FC company human resource management system

2. Recruitment of the existing problems and the causes of the analysis

Recruitment is the enterprise to obtain human resources, build important means of enterprise core competitiveness, is also an indispensable condition of sustainable development, the results of the recruitment directly affect the enterprise development plan and the enterprise own brand image, but due to a variety of reasons, FC recruitment work did not play a due role:

Lack of systematic construction of recruitment

Recruitment of a large part depends on the recruitment plan, but the FC company did not perfect the planning of human resources management, before the recruitment work without detailed personnel demand plan, is often in the case of manpower shortage or personnel loss hastily recruitment, form the habit of "now", and affected by the enterprise in the local microeconomic market, often appear less situation, recruit more time is a kind of temporary work, remedial measures. If the enterprise does not carry out systematic construction of recruitment management, it may be difficult for the enterprise to recruit suitable talents in time, which will affect the talent reserve of the enterprise and hinder the sustainable development of the enterprise.

The lack of planning for recruitment is also reflected in the fact that the enterprise does not make recruitment plans and recruitment cost budget according to the talent demand of the company, estimate the cost of the recruitment, make effective analysis of the economy of recruitment, and the expense reimbursement process for each recruitment is very complicated. There is no full communication with the employing department for the specific job requirements, and only by their own understanding of the position to recruit personnel, often the recruited personnel can not meet the needs of the employing department. In addition, the company stipulates that in principle, the head of the employing department should conduct the preliminary examination, but in the recruitment process, the head of the employing department is often unable to attend due to various reasons, and the human resources personnel take behalf of them, and the candidates cannot be effectively screened.

In short, the enterprise is not good at doing a good job of human resources planning, uphold the wrong recruitment attitude, so that the enterprise itself recruitment management work lack of guiding opinions, these situations will inevitably have a negative impact on the effectiveness of the recruitment work.

Lack of correct positioning of the personnel required by the position

The human resources department of FC company lacks the analysis of the early position, and is not clear enough about the qualifications of the recruitment position and the conditions and standards. Before each recruitment, it has to use a lot of time and energy to consider the requirements of the recruitment position, which wastes a lot of time and energy and is not comprehensive enough. From the perspective of the point of view, because it is impossible to understand the content and requirements of the job through the recruitment information, they can only predict the job that the position should be engaged in according to the position provided by the company. And wait until the applicant to work after the company to find the reality and their own ideas are very different, so buried the hidden danger of personnel to leave again.

There are no accurate recruitment criteria available

In the process of recruitment, enterprises need to use certain evaluation means to evaluate the applicants to ensure the effectiveness of the recruitment work. But at present the overall level of the company recruitment is in relatively primary stage, in

each link of recruitment, based on the subjective experience of recruitment way occupies the first position, and the specific form is still very single, in addition to technical job recruitment with written or other forms, for the vast majority of job recruitment, direct interview is still the dominant form of recruitment, especially the department director above the senior talent recruitment process, empirical interview is almost the only way[24]. Recruitment of this way of communication is often influenced by subjective factors of lack of objectivity, make no way to measure the real level of applicants, also can't provide scientific basis for the selection decision after the interview, so that the applicant ability and position does not match, recruitment to staff elimination rate is high, the effect is not ideal.

(2) Company problems in training and cause analysis

1. Current situation of human resource training and development

The training of FC company is mainly responsible by the human resources department. The company has a training specialist responsible for the training, and occasionally the recruitment specialist responsible for the training. Mainly including induction training, business training. The training frequency is once every half a year, and the induction training is mainly for new employees. Generally, the training period is one to two weeks, which is different depending on the two positions. The training content mainly includes the enterprise background, organizational structure, internal rules and regulations, reward and punishment system, the relevant knowledge and basic work skills of the enterprise business scope, so as to help employees adapt to their own work as soon as possible. Business training by the department director, the main purpose is to improve the staff business ability, solve the problems in the work, to adapt to the development of the company's business, such as operations operators published goods training, pre-sale personnel search goods skills, establish SKU operation training, training methods mainly by video learning and field practice. In terms of the training arrangement, the human resources department mainly puts forward the training demand according to the new recruits of each department, and the department manager arranges the necessary personnel of the department to participate in the training. In the selection of training lecturers, the company has trained few external lecturers training lecturers are basically the staff of the human

resources department, occasionally organized by various department managers or senior employees of some experience training. Although the training effect assessment mechanism has been established, after the end of the training, the three department managers and training specialists will assess the personnel after the training, but the evaluation standards are arbitrary and just a formality.

2. Company problems in training and cause analysis

Training is a kind of organized knowledge transfer, skills transfer, standard, information transfer, faith, management discipline behavior, through certain education training technology, make the staff knowledge, skills, work methods, work attitude and work values improve and improve, to play the greatest potential to improve the performance of individuals and organizations, promote the progress of organizations and individuals, realize the dual development of organizations and individuals[25]. Necessary training can provide the basic support role for the reasonable human resource allocation of enterprises in the future development stage. FC company has realized the importance of training, and has initially established the enterprise training system. Although it has made some achievements, there are still many shortcomings. It is mainly manifested in the following aspects:

Training is not professional

Company for cost considerations, less external lecturer, and internal lecturer is basically human resources personnel, mostly without professional training skills training, training materials, teaching level is uneven, such as psychological tension, language, expression is not smooth, body language, and so on and so forth. There are also some trainers lack of correct understanding of the training, careless coping, in the training lecture, and the lack of necessary interaction between the students, resulting in the training effect is greatly affected. In terms of training methods, enterprises often adopt the way of "trainer speak, students listen", or adopt the way of video recording, so that employees think that "training is video recording". These methods are easy to make employees to the training boring, boring feeling, so that the training effect and training benefits are greatly reduced.

Insufficient awareness of the importance of enterprise training

The decision-making level of the company does not pay attention to training, and believes that enterprise training is an important content of human resources, but it is only the work of the human resources department, and ignores the responsibilities that enterprise managers should assume. Some people think that the current staff mobility is large and spend a lot of manpower, material resources and financial resources to cultivate talents, but they can not retain talents. They think it is about cultivating talents for other companies, and lose more than gain, so they are not willing to invest too much in training. This phenomenon is not only common in companies, but also in the management of other private companies. Some managers, especially those of product and operation departments, pay more attention to the production and operation activities of enterprises, thus ignoring the importance of enterprise training, believing that the current quality of enterprise employees can also meet the needs of the enterprise, and if the training takes up time, it delays the work.

In addition, in the training process of enterprises, the decision makers or senior managers of the enterprise are less involved. As the management personnel of the enterprise, some people are pretentious, think that their work experience is rich enough, no longer need to conduct any training, find excuses not to participate in the enterprise training activities. In the investigation, I found that in many cases, the enterprise training planning is temporary, there is a lot of randomness. Corporate training is mostly arranged after the economic interests of enterprises decline or other problems occur, and sometimes it is also arranged in the rest time of employees, so such training is difficult to achieve results.

The supervision and evaluation mechanism of the training effect is not perfect

The ultimate goal of enterprise training is to improve employee behavior and work performance, in order to improve work efficiency and corporate profits, however, although the company initially established enterprise training system, but not perfect the relevant training effect of supervision and evaluation mechanism, the effect of training tracking evaluation standard of fuzzy, the result is training for enterprises, input-output ratio, economic benefit is how much impossible to measure. Because there is no link between employee training and personal performance, the

natural enthusiasm of training is not high, and the training of enterprises is just going through the motions and doing a form.

The training work lacks planning and systematization

Due to the enterprise before the implementation of training not targeted to investigate the training of staff needs of the enterprise, develop the actual training plan, but the human resources department according to their own department judgment develop related training programs and plan, related departments did not pay attention to this work, some of the same theme training activities participated in two or more, but also didn't attend a time. It can be seen that the enterprise training content is not targeted, for the same training for employees in different positions, there is no practical awareness of the personal development of enterprise employees. This makes the training work in the content and direction of the deviation, resulting in the training work can not solve the practical problems, can not arouse the interest of employees to participate in, the training from the beginning of the target, such training results can be imagined. In addition, in the arrangement of training time, there is a lack of overall plan, and often the training has been arranged. Once other activities of the enterprise, the first way is training, which cannot guarantee the normal development of training work, and even some training is cancelled.

(3) Company's problems in compensation management and cause analysis

1. The status of compensation management of the company

At the beginning, the company referred to the salary system of other Internet companies to understand their salary level, combined with the situation of the labor market in F city, and formulated the salary system. The salary level in 2021 was relatively competitive in the labor market, which attracted many recent graduates to enter the company. However, after the company operates for a period of time, policy makers think the company's human resources cost is too large, waste phenomenon, especially the operations performance commission standard is too high, operating commissioner even if don't have to make too much effort each moonlight by commission bonuses can take thousands of yuan, operating commissioner to compete for the unit price is high, the heat shops and quarrel phenomenon. At the same time,

as cross-border e-commerce is an emerging industry in the local area and has huge development potential, it is generally believed that e-commerce companies have high pay and good welfare, leading to many fresh graduates to come to work for internships[26]. Based on the above phenomenon decision makers think the company's existing high compensation level should be adjusted, the performance of the marketing department bonus cuts, for other departments pay not follow the market wage adjustment strategy, the company's compensation level down, after a period of time finally adjust to the company decision makers think reasonable level. But new problems appear, due to the reduction of wages, there are many employees are not satisfied with the company's compensation system, turnover phenomenon, in January 2022-June employee turnover rate reached 40%, under the pressure of rising turnover, the company in September 2022 to pay level to a certain extent, formed the existing compensation management system.

Current employee wage structure:

Employee salary income = fixed salary + performance pay + welfare

Fixed salary = basic salary + post salary + various allowance (transportation allowance, education subsidy, confidentiality allowance, seniority salary)

Performance pay = business commission + appraisal salary + full attendance award

Welfare = social security (endowment insurance, unemployment insurance, industrial injury insurance, maternity insurance, medical insurance) + house accumulation fund

Different types of personnel are combined according to the actual situation.

The basic salary of enterprises shall be calculated based on the minimum wage standard of enterprises issued by the local government, and the basic salary in 2021 will be adjusted to 2,280 yuan / month; the seniority salary is calculated from the date when the employee enters the company. For each full year of seniority, the seniority salary is 50 yuan / month, which will not increase after 5 years, and the maximum is 250 yuan / month; the value of each post is determined according to the position and skills, which is generally allocated according to the supervisor rating after conversion[27]. The education allowance is determined according to the employee

degree, which is divided into three grades: 100 yuan / month for college graduation, 200 yuan / month for undergraduate graduation and 500 yuan / month for master graduate graduation. Regarding the payment of performance pay, commission = business volume * ratio, the enterprise divides the personnel into two categories: the business volume reaches \$10000 / month, the commission ratio is 5%; the business volume reaches \$5000 / month. The commission ratio is 3%, and the commission ratio of those who fail to meet the standards is 1%. The base of year-end bonus shall be determined according to the annual target; the company shall pay endowment insurance and unemployment insurance for employees and provide holiday subsidy and marriage subsidy. Take the salary of an operating specialist with one year of service and a bachelor's degree as an example to explain the salary composition of FC employees (Table 2.3)

Table 2.3 - FC Company employee compensation composition table

department	position	Amount to be issued						Withdrawal amount				Total	
Operation center AliExpress 1	operation specialist	Fixed salary			Performance pay			Total	Payment of fees			T	
		basic salary	post salary	allowance	commission	appraisal salary	full		social security	accumulati on fund	tax		
		2280	1200	400	3590	150	200		416	626	53		1095
		7820											

Source: FC Company "Human Resources Management Department"

2. Company's problems in compensation management and cause analysis

In terms of compensation management, the company has been trying to establish a set of compensation system suitable for the company's situation. At present, the company has the following shortcomings in the compensation management:

Salary design lacks rational strategic thinking

The compensation strategy of an enterprise is the decomposition and refinement of the company's human resource strategy[28]. The compensation strategy of an enterprise must revolve around the development strategy of the company. However,

the enterprise salary strategy is not effectively combined with the enterprise development strategy, and there is a lack of long-term and strategic planning in the determination of the salary policy. When determining the salary, the general salary level of the market is vague, and there is no clear distinction between the status and role of the internal employees of the company in the company. In the rapid growth period, the relatively backward salary strategy is adopted, so that the salary increase of employees is much lower than that of social salary increase. Compared with the salary level of other enterprises, the salary and benefits provided by enterprises are not competitive. When other companies offer better pay, employees will consider changing jobs, which is why many employees leave the company.

The wage system is not very transparent

In the process of salary management, the company does not disclose the salary system to internal employees. In order to avoid the fairness of the salary, the company chooses the confidential salary system, mostly because the fairness of the salary system cannot be determined, and it wants to try to reduce the contradiction between employees and the company, and between employees and employees in this way. It is understood that the salaries of the two commissioners in the same post are very different after excluding the variable factors, and the direct consequence is the employee resignation or negative sabotage, which further affects the overall performance of the enterprise. The compensation system should be open, with what to encourage and fight against, guiding and communicating, and only keeping only everyone's salary data confidential [29].

The salary structure is single, and the salary system incentive sex is insufficient

According to the relevant theories of salary management, the fixed part and the floating part of the salary structure should adopt different proportions according to the different job value and the nature of the job, but in fact, the company adopts a unified ratio of fixed salary and floating salary, which does not reflect the difference of salary design[30]. Secondly, the company lacks a perfect performance appraisal incentive mechanism, lacks the basis of salary adjustment, the evaluation of performance salary has a great subjectivity of the assessment personnel, the lack of quantifiable performance appraisal indicators, and even the performance appraisal is

a formality, and it is impossible to assess the completion of employees in the actual work. The salary system and performance pay are basically judged by managers, and lack of effective post analysis and post evaluation system. At the same time because the enterprise performance management level didn't keep up with, the company to employee salary adjustment lack of scientific and effective basis, to the stage of salary adjustment, can raise all depends on the will of the general manager, employee's salary may be a few years will not have a big change, the company internal policy on salary promotion channel is not clear. Employees' unclear expectations of their salary growth, which greatly reduces employee satisfaction and enthusiasm and enthusiasm for work.

Lack of non-economic compensation

Non-economic compensation can be summarized into two parts: the employee's working characteristics and working environment[31]. Non-financial compensation is mostly directly related to the quality of work and life of employees, and it is also an important part of compensation. Specific mainly for good working environment, working atmosphere, training opportunities and promotion channels, spirit, etc., at the same time employees more care about the factors, mainly under the working environment and harmonious interpersonal relationship, working atmosphere of two aspects, from the perspective of employees of the two factors is very important, so in the perfect salary system.

(4) Problems in the performance appraisal and management and cause analysis

1. Performance management status

The existing performance appraisal system has introduced the "employee assessment regulation" and the supporting assessment plan, which stipulates that the scope of performance assessment is for all formal employees of the company. The assessment work of the company is led and implemented by the human resources department, and all units cooperate with the assessment work. The structure of performance appraisal includes three aspects: performance assessment, ability assessment and attitude assessment. Different methods are adopted according to the different nature of positions and different employee levels. It is mainly divided into

three categories of management staff assessment, technical business personnel assessment and ordinary staff assessment(see Table2.4, Table2.5 and Table2.6).

Table 2.4 - Senior staff examination form

Grade	Position
Top manager	General manager of the company
department manager	Marketing Manager, Executive Manager, Project Manager, Senior engineer, Logistics and Warehouse manager
director	Host Accounting, Head of Operations, Art Director, Head of Purchasing Department, Head of Material Department, Head of Product Department, Head of Logistics Department, Head of Warehousing Department

Source: FC Company "Human Resource Management System"

The assessment process of management level employees: the employees above the manager level shall fill in the Report to the Human Resources Department, and the work performance of the general manager and designated personnel shall evaluate the report on site (in the form of slideshow), and the assessment team members shall make correct evaluation on their performance, ability and working attitude.

Table 2.5 - Technical and business personnel assessment classification table

Department	Position
Technical Service Department	Programmers, Web editor, Accountant
Business Department	Merchandiser, Operations specialist, Product specialist, Buyer

Source: FC Company "Human Resource Management System"

Assessment process of technical service and business employees: fill in the assessment form of technical service and business employees for self-evaluation, and submit it to their immediate boss after colleague evaluation and superior evaluation;

Table 2.6 - Ordinary staff examination form

Assessment category	Position
Personnel Administration Department	Administrative commissioner, Human resources commissioner, Clerk, Reception
Logistics and Storage Department	Warehouse keeper, Information officer, Packing man, Statisticians, Delivery man, Distribution man

Source: FC Company "Human Resource Management System"

Assessment process of ordinary employees: Ordinary employees shall fill in the employee examination form for self-evaluation, and submit it to their direct boss for

assessment. The department manager shall make compulsory normal distribution according to the assessment results, and submit it to the human resources department after being reviewed by the general manager of the company.

Ordinary employees are generally assessed once a month, the purpose of the assessment is to determine the salary of the employee month, and the year-end assessment will be conducted at the end of the year. The supervisor level staff will be assessed once half a year, and the year-end report will be written for year-end assessment. Managers and above employees without special circumstances usually have a year-end assessment every year.

The assessment score adopts 360 assessment mechanism, with the scores of different positions, the total score can be obtained by adding the score is divided into five grades, and the corresponding assessment coefficient is obtained according to different grades. The assessment results of all types of employees must conform to the mandatory normal distribution: excellent 10%, good 45%, medium 30%, basic qualified 10%, and unqualified 5%. As shown in the table 2.7 below:

Before the start of each assessment work, the enterprise will usually send the implementation methods and forms of the performance assessment of the relevant departments to each department three days in advance, and then the managers of each department will arrange the assessment of the subordinates, but there is no special guidance and training on how to assess.

Table 2.7 - The comparison table of monthly individual score and individual assessment coefficient

Evaluation score	90-100	80-90	70-79	60-69	<60
Assessment results	Excellent	Good	Medium	Basically qualified	Unqualified
Assessment coefficient	1.2	1	0.8	0.6	0

Source: FC Company "Human Resource Management System"

Due to the busy business of the company, the managers are often busy with their work and neglect the assessment. The subordinates of many departments always slow to receive the assessment form and the specific work instructions for the

assessment. Many ordinary employees either put the score number is very high, or cope with it, in fact, the evaluation work to the manager to complete the operation, and as the enterprise business personnel because of busy work, at the same time think that the evaluation is just a formality, the quality of work is determined by the portfolio, the evaluation work is also perfunctory. In general, the implementation of the company's entire performance evaluation work is not very ideal.

2. FC company's existing problems in the performance evaluation and the cause analysis

The traditional management mode is still affecting the FC company managers and even most employees of enterprises[32]. It is an important content to establish a set of performance evaluation system in line with the reality of the enterprise, with strong operability, high practicability and flexible adaptability, which is to promote the progress of small and medium-sized enterprises. In the implementation process of performance management, due to the fact that most people do not understand the new performance management concept, the limitations of the experience and skills, all kinds of misunderstandings are filled in the practice of performance management. Its specific performance is as follows:

Performance appraisal lacks evaluation basis

In the management of FC companies, in many cases, human relations are higher than the regulations, there is a phenomenon of protecting cronies and dealing with the assessment, and the assessment personnel are not willing to offend people, which weaken the implementation of performance appraisal. The company has not set a unified performance evaluation standard for the evaluation of employees, most of which rely on impression and feeling. The performance evaluation implemented by intuition not only lacks objectivity, but also destroys the trust relationship between leaders and employees, and between employees and between employees. Under the condition of lack of standards, the evaluation of the evaluated people is easy to lead to incomplete, non-objective and fair judgment, and the vague performance evaluation standards are also difficult to convince the evaluated people of the evaluation results. It's hard to motivate the employees. Performance management means worry, stress, and unnecessary effort for most managers of the company.

Work performance evaluation indicators are divorced from reality

The evaluation index is not only the requirement of employees' work performance but also the reference standard of employees' work[33]. The enterprise does not carry out investigation and research and post analysis when formulating the performance indicators of employees. In order to better motivate employees and stimulate their potential, the target is realistically set high. The evaluation index is too low, the target is easy to achieve, and it is really difficult to effectively stimulate the potential of employees. However, the evaluation index is divorced from reality, which will lead to many members of the enterprise can not achieve, seriously dampening the enthusiasm of employees in production.

Managers lack a correct understanding of performance evaluation

Although leaders realize that performance appraisal is an important means of developing human resources, they do not have a clear concept of what is performance appraisal, and do not pay enough attention to the specific implementation procedures of performance appraisal, human resources workers are in the exploration stage of how to design the performance appraisal system, how to choose and use appropriate appraisal and evaluation tools, how to set appraisal indicators, and how to score methods, and can only design the company's performance appraisal system based on the information that can be collected and copied from the successful experience of performance appraisal of other enterprises[34]. The enterprise has determined the performance evaluation coefficient, but there is a lack of quantitative and clear work performance evaluation standards, too many subjective factors and too few objective standards, and it is impossible to form a scientific evaluation system, and the results of performance appraisal will eventually be unsatisfactory.

No feedback from the performance reviews

After investigation, it was found that FC Company was vigorous in the evaluation process, and after the evaluation, it locked the information in the drawer, and did not stop it. This behavior can not let employees see the help provided by performance management to their own quality or ability development, naturally lose the mass base of implementation, resulting in employees not knowing the shortcomings in their work and the direction of future efforts, and the evaluation

work can not achieve the purpose of improving management performance. During the company's performance appraisal, the contradiction between the appraiser and the appraisee due to the unreasonable evaluation indicators is more prominent.

Due to the above-mentioned human resource management problems, the company's turnover rate in 2022 is maintained at about 35%, as long as employees find better conditions and higher salary job opportunities in the recruitment market, they will choose to leave the enterprise, the result is that the human resources department spends a lot of time and energy to recruit, and the functional departments cannot find suitable candidates to replace them for a while because of the loss of employees, especially the departure of key employees, which has a huge negative impact on the operation of the department. Caused great trouble to the head of the department.

As a private small and medium-sized enterprise, FC Company has achieved rapid development in just three years, but it also exposes the relative lag of management in the process of rapid development, especially in human resource management recruitment, training, salary management, performance appraisal and other aspects of the problems have seriously affected the development of the enterprise. Human resource management is conducive to attracting and retaining talents. In this era of market economy, competition is becoming more and more fierce, if enterprises want to better improve competitiveness, they must introduce excellent talents according to their own needs, do a good job in human resource management, can promote the development of various work of enterprises, which is also an important cornerstone for the rapid development of an enterprise [35].

SECTION 3

COUNTERMEASURES TO STRENGTHEN AND IMPROVE FC COMPANY'S HUMAN RESOURCE MANAGEMENT

3.1 Improve the awareness of human resource management with the new era and new ideas and make good human resource planning and work analysis

Human resource management plays an important role in the company, and only by paying attention to and improving the management of human resources can the company's overall management level be improved and smoothly promote the long-term development of the company[36]. In view of the current problems in human resource management of FC companies, I believe that enterprises should start from the following points to improve the level of human resource management.

To realize the optimization of the internal human resource management mode of the enterprise, relevant personnel need to update the outdated human resource management concept, improve their understanding of human resource planning, and attach importance to the role of human resource management and institutionalized construction and management [37]. Nowadays, human resource management should realize that it is "people-oriented", "people", as a special resource, different from other resources, has subjective initiative and creativity, is the source of enterprise competitiveness, and determines the survival and development of enterprises. FC company should start from the actual situation of work, and care for the development of the enterprise and the reform and improvement of the work system. How to improve talent satisfaction by strengthening human resource management, attract customers through high-quality employees to provide high-quality products and services, and ultimately obtain profits and achieve sustainable development of enterprises (Figure 3.1), and truly achieve "gathering talents to make the best use of them", this is a problem that enterprise managers need to solve.

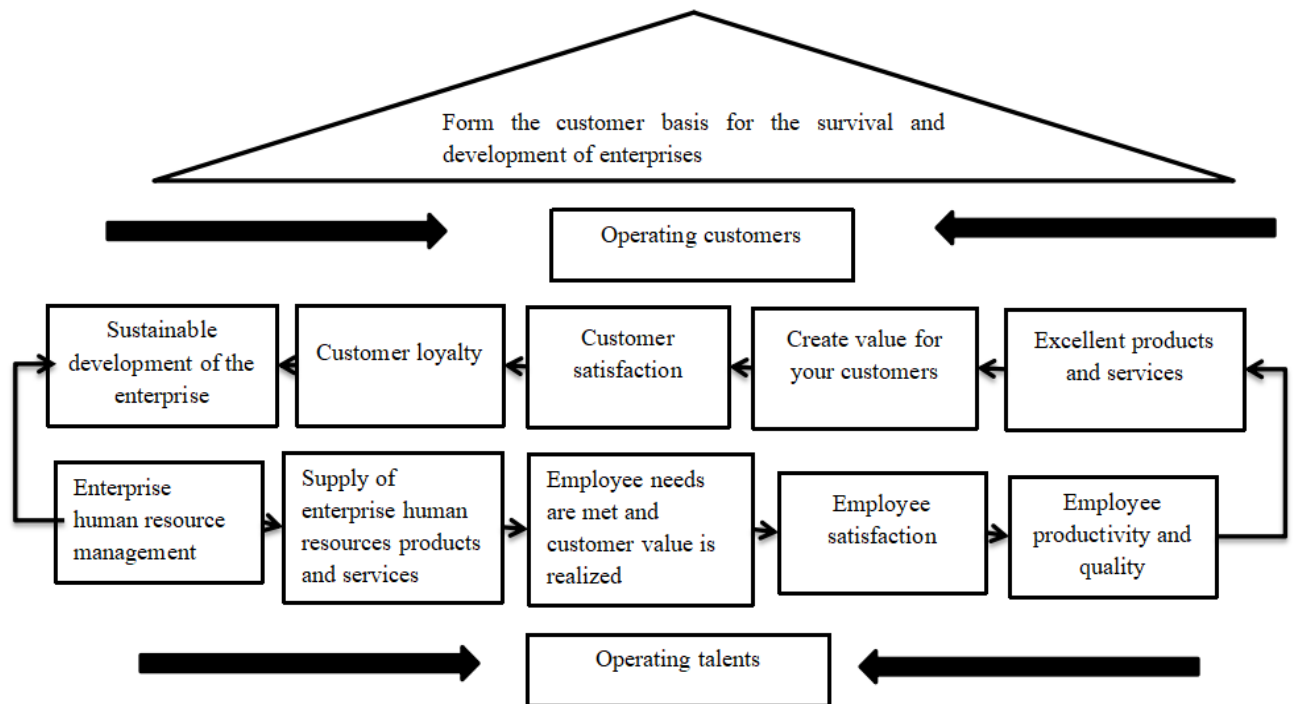


Figure 3.1 - The management value chain of an enterprise- -the principle of human resources creating value for an enterprise

Source: Peng Jianfeng, Introduction to Human Resource Management, Compound Publishing House, November 2003

Enterprise decision-makers should respect and attach importance to "human" resources. The management level and attitude of the decision-making level directly affect the quality of enterprise talents and the direction of human resource management [38]. Therefore, it is suggested that the decision-making level of FC company should fundamentally realize the transformation of "object-oriented" management to "people-oriented" management, and the modern human resource management concept of "people-oriented" is not only to see the various needs of people, but on the basis of recognizing the various needs of people, explore how to meet these needs of people, and on the basis of meeting these needs of people, to achieve the purpose of promoting the all-round development of people. In other words, the "people-oriented" management concept emphasizes not only "good at using people" on the basis of meeting people's various needs, but also "good at treating people" on the basis of "good at using people". Enterprise decision-makers need to improve their management level in actual operation and specifically

implement the concept of "people-oriented". Human resource management is not simply to set up a human resource management department, human resource management from the form of human resource management is not enough, to unify human resource management and enterprise management as a whole.

Implement the "people-oriented" management concept and increase the implementation of human resource management related policies. In the market competition, the competition between enterprises is ultimately the competition of talents, and enterprises must have many high-quality talents if they want to develop and grow in the competition. Enterprises should be based on the resource of "people", and should be based on people, constantly tap and improve the potential of "human resources", so that human resources can continue to add value.

In order to fully tap the human resources of the enterprise, FC companies should gradually establish a "people-oriented" incentive mechanism, which includes: the implementation of an open, fair and just talent selection competition mechanism, a reasonable salary system, and a performance appraisal mechanism in which merit is rewarded and punished for mistakes. In these measures, everyone should be equal, because fair competition can provide equal opportunities for enterprise talents, reasonable salary and benefits can reflect the value of employees, and effective performance appraisal mechanisms can stimulate the enthusiasm of employees. FC company can only gradually establish and improve a set of such a scientific and reasonable incentive mechanism in order to fully mobilize the enthusiasm of employees, tap their potential, prevent the loss of talents, and make the value of individuals reflect with the success of the enterprise[39]. Finally, the common development of enterprises and people, enterprises and society is achieved, so that people and enterprises, enterprises and society can achieve a state of harmonious development.

In order to develop healthily and realize enterprise strategy, enterprises should carry out reasonable human resource planning, and work analysis is the premise and basis for the formulation of perfect human resource planning.

In the process of human resources planning, in order to "introduce, use, and retain", it is necessary to clearly position its work and use talents in key positions,

that is, the so-called high degree of matching. In this process, there must be an excellent manager, and only by conscientiously understanding the attributes of talent can talent be brought into play and work efficiency improved. With the progress of the times, a complete enterprise is inseparable from an excellent human resources department. In order to use talents correctly, the human resources department must conduct a comprehensive analysis and make the best planning. In the process of planning, we must analyze the most basic information make a comprehensive understanding of the characteristics of "talents," see where they are more suitable for use, and achieve the right purpose. Job analysis is the foundation and premise of all functional work of modern human resource management. In order to achieve the purpose of human resources planning, a job analysis must be carried out.

There are two basic work tasks in human resource management, namely human resource planning and job description. In view of the current situation, enterprises must do the following points in human resources planning and post analysis:

In the human resource management function, the organizational development strategy is closely linked with the formulation of the human resource strategy and plan. Human resource planning is not only guiding and strategic, but also can continuously adjust the policies and measures of the human resource management and guide the activities of the human resource management. In the concrete implementation process, FC company must according to the strategic objectives of the enterprise, combined with the external environment factors and its internal environment, the enterprise in the future environment forecast the situation of human resources supply and demand, formulate the corresponding human resources planning, for the next human resource management activities, principles and methods, to ensure that can meet the quantity of human resources in the quality of enterprise development process demand.

Carefully do the basic work of work analysis, by summarizing the problems existing in human resource management of FC companies, we find that to a large extent there is no effective work analysis, because work analysis is the basis of human resource management, it will affect the organizational design, recruitment, performance management, human resources planning, employee training, salary

design and other fields of human resource management, it can be said that work analysis has a decisive impact. The impact of job analysis in human resource management is shown in the Figure3.2 below.

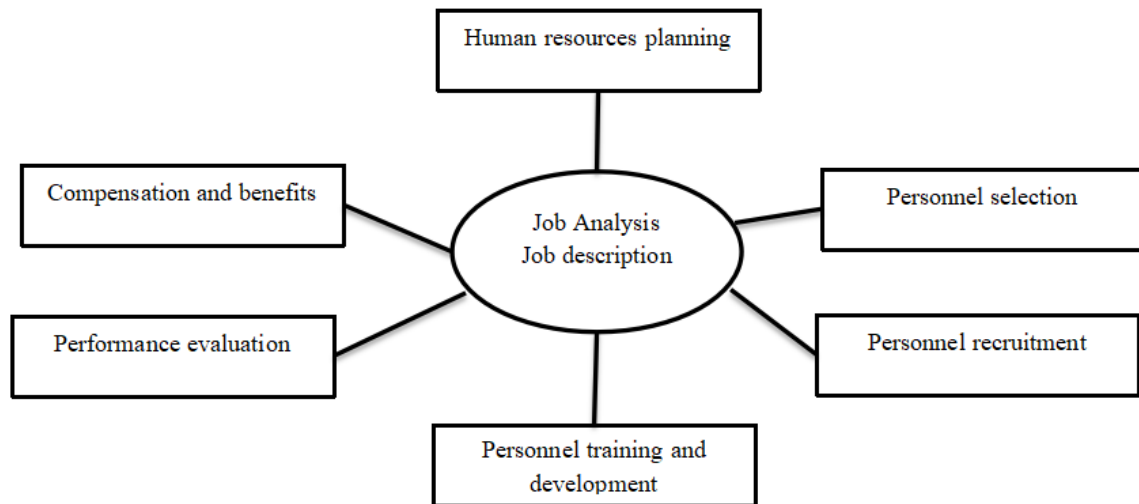


Figure 3.2 - Work analysis of the impact in human resource management

Source: developed by author

Work analysis is an important prerequisite for recruitment configuration. The recruitment of personnel mainly includes three stages of preparation, implementation and evaluation, and work analysis is an important premise of preparation and evaluation. In the preparation stage, it must confirm whether the need to carry out recruitment activities according to the work analysis, what the recruitment position, characteristics, what requirements, clear the knowledge, skills, ability, physical quality and other aspects of the specific requirements and the treatment conditions that can be given. Only in this way can specific and feasible recruitment plans and strategies be formulated, and the implementation of recruitment work can be targeted. After the recruitment, evaluate the recruitment work, analyze the time efficiency and economic efficiency as well as the performance of the applicant on the job, so as to find the problems in time, analyze the reasons, find solutions, and adjust the relevant recruitment plan.

Work analysis is a necessary for staff training. Before the training work is carried out, the trainer should consciously collect the job instructions, job

specifications, job evaluation and other relevant materials, so as to grasp the existing staff knowledge, skills, post, the basic requirements of the staff, so as to understand the job training needs and changes, and formulate the corresponding training system of the enterprise. The internal and external environment for the survival of enterprises is constantly changing. In order to adapt to the development of the enterprise, post training is more important. Without work analysis training, training is like a building without foundation, which will not meet the actual needs of the enterprise.

Work analysis is the basis of performance management. Work analysis provides a basis for the performance management of employees. If the lack of scientific compliance with the assessment, promotion and promotion, the basis will frustrate the enthusiasm of employees, and the production and various work of the enterprise will be seriously affected. According to the results of work analysis, the labor and personnel department of the enterprise can formulate the assessment indicators and standards of all kinds of personnel, as well as the specific conditions of promotion and promotion, so that the scientific nature of assessment and promotion is strengthened and improve the work enthusiasm of employees.

Work analysis is an important step in compensation and benefits. Post evaluation is a form of writing work analysis results. It is to analyze the difficulty of the position and the relative value of the position set by the enterprise, so as to judge the value of the position and incorporate it into the salary level. Post evaluation can confirm which positions have a more important position in the realization of enterprise strategic goals, and some positions need personnel with high professional and technical level, whether the existing positions meet the task requirements of the positions, so as to realize the improvement of salary and reasonable determination of work. It is an important step to establish and perfect the enterprise wage system.

Work analysis is the basis of all functions of modern human resource management and premise, it in the human resources planning, recruitment, configuration, staff training, performance management, benefits, and other fields, widely used, in save manpower, improve work efficiency, promote the development of enterprise production has the significance of not allow to be ignored.

Providing human resources in a timely, appropriate place and appropriate amount to meet the requirements of the organization and work is the essential requirement for the most economical use of human resources. Human resources planning is designed to guide the ways and means of using human resources to achieve goals. Planning is the analysis of the cause and effect of things, and the exploration of ways to adapt to future development as the basis for current decision-making, that is, to decide in advance what to do, when to do it, and who will do it. Planning is like a bridge that connects the current situation of the enterprise with its future development. Any successful planning is to rationally use the power of spontaneous things to achieve our goals, planning is not to design future development trends, but to conform to and respect reality and future development trends. Therefore, this step of analysis must be made in this planning process, and only realistic analysis can achieve the expected planning purpose.

3.2 Attach importance to the formulation of recruitment plans and the scientific selection of talents and build a talent training and development system

In the enterprise human resource management, employee recruitment and training is an important work. Whether it can recruit talents that meet the needs of the enterprise and whether they can be trained according to the development and change of the enterprise is directly related to the improvement of the talent competitiveness of the enterprise, and ultimately affects the long-term development of the enterprise. As the fundamental premise of sustainable management and development of enterprises, any enterprise must obtain excellent talents through recruitment. In today's increasingly competitive market environment, if enterprises want to improve their core competitiveness and economic benefits, they must constantly strengthen the recruitment of talents, and effectively allocate and use human resources, so as to create good internal and external conditions for the future development of enterprises.

The quality level of recruitment in enterprise human resource management often determines whether it can be effective, provide strategic development talent guarantee for enterprises, help enterprises to optimize and improve the human

resource management environment, and innovate and improve the operation and management mode. As the recruitment work is in the front end of human resource management, the failure to do a good job of recruitment and selection will make the enterprise pay a huge price in the later stage, such as salary, training fee waste, loss caused by poor work, communication cost, dismissal cost, and the opportunity cost of recruiting a more suitable employee. From the perspective of human resource management, the innovative development of enterprise recruitment is an important prerequisite for the effective revitalization of enterprises and internal human resource management. It can create a more superior human resource environment for enterprise management, and continue to inject more fresh blood and vitality into the development of enterprises. If we want to absorb talents from all aspects needed for enterprise development, we need to establish a promotion channel and development plan internally, establish a recruitment mechanism externally, and rationally plan internal and external resources, so that the enterprise can maintain its vigorous vitality for a long time. Therefore, good recruitment can solve the problem of the current shortage of labor resources of enterprises, and may affect the smooth realization of enterprise development strategies [40]. With the continuous expansion of the company's business scale, the demand for personnel is also expanding, and the turnover of personnel is becoming more and more frequent, and recruitment has become an important task for the human resources department. Enterprises through the scientific recruitment of employees, absorbing high-quality, skilled talents, and the existing staff training, can make the staff skills, work with higher standards, it can make the enterprise operation more efficient, promote the overall economic benefits. Enterprises need to combine their own development situation and demand, optimize the improvement recruitment content and methods, and develop a perfect recruitment, management system, supervise the relevant staff in strict accordance with the enterprise rules and regulations, hiring, to ensure that can effectively guarantee the role of human resource management, continuous output of human resources.

Therefore, how to improve the efficiency of recruitment from the perspective of corporate strategy, enterprises can start from the following aspects:

✓ In order to solve the problems of unsatisfactory recruitment staff and high turnover rate, I think the company should regard the recruitment work as a strategic and routine work, and make detailed recruitment plans carefully. Prepare the annual recruitment fee budget according to the annual talent demand plan of each department. When the human resource manager has a budget, he will have a comprehensive vision when considering problems, and will not be in the state of temporary emergency. The position to be recruited should be discussed with the head of the hiring department, and the characteristics of the ideal candidate should be specifically described, preferably detailed to education, gender, age, professional experience, personality, health status, family situation, etc. According to the qualifications of recruiters, job requirements and the number of recruitment, combined with the talent market situation, determine the selection of suitable recruitment channels, not limited to a limited number of recruitment channels. Enterprises should attach great importance to the innovation of recruitment channels and methods, abandon the traditional ideas, and try to use advanced means in the process of recruitment. For example, you can release recruitment information in multiple platforms, sign contracts with multiple recruitment platforms, or adopt the form of field recruitment to set up stalls in the talent market, direct recruitment, expand their recruitment scope through a variety of channels, and attract talents from a wider range of fields. In addition, in the actual recruitment process, it is necessary to let the company and the applicant make judgments and choices on the basis of mutual understanding between the two parties, so as to avoid the situation that the employee decides to leave after several weeks of consideration after recruitment, which will adversely affect both parties.

✓ Enterprise recruitment should formulate recruitment strategies for different positions at different levels. For ordinary personnel, under the condition of meeting the qualifications, the source

of personnel should be extensive, and attention should be paid to solving the current shortage of manpower in enterprises. This is conducive to reducing the recruitment cost of enterprises and reducing the turnover rate. For technical personnel, under the condition of meeting the recruitment qualifications, the focus should be on assessing the matching degree of their professional expertise with the hired position, so as to provide sufficient guarantee for the current and future technological development of the enterprise. For the core management personnel of the enterprise, in addition to strictly evaluating their employment conditions and work performance, they must also have an in-depth understanding of whether the candidate's personal quality and management philosophy are consistent with the corporate culture of the enterprise, and only when the concept is consistent with the corporate culture of the enterprise can the team led by them be consistent with the pace of the entire organization and achieve the overall goals of the enterprise. Managers above the middle level should use a wider range of recruitment channels, such as commissioning headhunting firms or reputable consulting agencies to conduct examinations. FC Company originally had a single recruitment method, in order to improve the company's efficiency in recruitment work, it should use resume analysis, psychological assessment, written examination, interview and other methods as evaluation methods for different types of candidates. Under the background of the Internet information technology development era, our country enterprises in human resource management recruitment work to dare to break the traditional single recruitment channels, end, no longer with offline interview recruitment is given priority to, but need to make full use of Internet, network information technology talent information collection, and facing the whole society on recruitment information promotion propaganda work. To optimize recruitment methods, interactive question and answer although can intuitively understand the applicant's demands, analysis, the situation, but difficult from a more thorough level of its

moral quality, quality, etc, so the enterprise should set up some interesting, novelty, recruitment scene, with the help of these scenes, more deeply dig the applicant's heart, finally decide whether to hire. Such as setting role playing, scene simulation, etc., so that the applicant can participate in it, the interviewer evaluates the response.

✓ In the recruitment, enterprises should try to abandon the "famous school plot" and "human relationship", and provide equal environment and conditions for every applicant, so that every person can participate in it. In the current era of development, vocational colleges in China country more, these vocational colleges is for the society to cultivate professional, skilled people, to important colleges and universities, enterprises in the recruitment from universities at the same time, also should, when relax conditions, recruiting talents from vocational colleges, to make up before, existing in the recruitment, more quickly recruitment to meet their own needs of high-quality talents. At the same time, enterprises should also try to abandon the "human relationship" in the process of recruitment, even if the relatives or friends of the leaders, but also to conduct a comprehensive assessment of them, according to the final assessment results to determine whether they meet the needs of the post, and make reasonable arrangements.

✓ In short, enterprises should adhere to the principle of "people-oriented" when recruiting employees, pay attention to recruitment work, and adopt scientific recruitment strategies and evaluation methods in recruitment work, so that enterprises can play an active role in recruitment.

The development and cultivation of existing talents through the development of training activities that combine in-house training and outsourcing is an important factor for enterprises to succeed in the competition. The company should attach importance to training, combine the training plan with the overall strategy of the enterprise, actively introduce new training methods and means through learning and

understanding, take employee training as the focus, and win the initiative of competition. Enterprises should start from the following aspects:

(1) Correctly position HR training efforts. Training is an important part of human resource management, and whether employees can play a role in the enterprise depends on the quality of training. In order to enhance the effectiveness of training, the enterprise should innovate the training content and training methods, such as in the choice of training content, to fully consider the realistic development of the enterprise and the market situation, try to meet the needs of the enterprise, and market training content, make employees through training to master more practical knowledge and skills. When choosing training methods, we should pay attention to analysis. For example, targeted training can be selected for each department or every post, and more reasonable training methods can also be selected on the basis of analysis, so as to "teach students in accordance with their aptitude" in the training process. Try to take a variety of training forms, such as can use the Internet training, short video training, choose the right time, in the form of live training for the staff, or combined with different jobs make targeted training video, make employees arrange time to learn the content of the short video, in order to achieve the purpose of training. FC company should pay attention to the core values, business objectives, corporate culture, etc. of the enterprise into the training system, closely combine the company's strategy and training work, and at the same time incorporate the career planning of employees into the training management system, so that employees identify with the enterprise and truly become the people of the enterprise. At the same time, it should also be noted that the company's training work is a systematic project, which is definitely not a human resources department that can be carried out alone, but requires close cooperation between senior management and management employees at all levels. Employees at all levels should change the incorrect concept of "human resources training is HRM's business", clarify the importance of human resources training to enterprise development and personal growth, and consciously assume the responsibilities in human resource management.

(2) Human resources is the key to enhance the competitiveness of enterprises, training plays a great influence, the purpose of training is to improve the

comprehensive quality of employees, promote their own development, thereby enhancing the cohesion of enterprises, so enterprises should clarify employee training needs and training goals of enterprises, establish an effective corporate training system.

Clarify training objectives. Corporate strategy is the basis for formulating long-term training plans, while business objectives are the basis for developing short-term training plans, and the ultimate purpose of corporate training is to achieve the business goals of enterprises. Therefore, before the training, it is necessary for the training management department to use various methods to collect various information from different angles of the enterprise to summarize and analyze, have a clear understanding of the strategy and business objectives of the enterprise, according to the current situation and development trend of the enterprise, according to the urgency and importance of the queue, determine the long-term goals and short-term goals of the training, and should formulate the corresponding training plan according to the focus of the strategy and objectives.

Needs analysis is the top priority for training motivation. In the final analysis, the training content should be based on the needs of employees, and an annual corporate training system combined with the corporate strategy should be established. In addition, enterprises should formulate corresponding training programs and enrich the training forms. For managers, in addition to the corresponding technical training, management expertise is enriched in the form of case discussions and on-site simulations. Therefore, enterprises should use rich training forms to develop training courses conducive to employee development according to the needs of employees.

Improve the comprehensive evaluation mechanism for training. After the training, the training results should be comprehensively evaluated to see whether the training has achieved the expected results, making the training a continuous process. According to the actual situation of the enterprise, investigate the training of each employee and assess the effect of the training knowledge, and reward the personnel who participate in the training and the application of the training content, so as to form a good training and learning atmosphere in the enterprise and promote the sustainable development of the enterprise. At the same time, the enterprise can also

carry out some training guide, encourage employees to do "training, home", employees can summarize their own work, and prepared, training for other employees, on the one hand can help training personnel, expand skills, on the other hand also can make other employees in a variety of training form master more rich knowledge, improve the effectiveness of training. In the comprehensive evaluation, enterprises can use questionnaire surveys, interviews, performance appraisals, observations and other methods to track and evaluate the effectiveness of employee training in a timely manner, and establish a dynamic database of employee training. After the comprehensive evaluation, the comprehensive evaluation of employee training is combined with material incentives and performance appraisal to further improve the comprehensive quality of employees and strengthen the purpose of training and incentives.

Arrange training time reasonably. In order to ensure the normal progress of the training work, the company should make a good training schedule. Enterprises must rank corporate training projects according to the results of training demand analysis, and at the same time give priority to the training projects that enterprises urgently need in combination with the operation of various departments and positions within the enterprise. Before training, the human resources department should fully communicate with the supervisors of relevant departments to jointly confirm the training time arrangement plan, and the training time arrangement plan must be strictly implemented after it is determined, unless there are special circumstances that cannot be changed at will, so as to ensure the seriousness and timeliness of the training work.

(3) Reasonably choose training outsourcing service providers. In view of the current situation of company training, the company should gradually improve the training system combining internal training and outsourcing, and after the training demand is confirmed, the enterprise should conduct a thorough survey of the training resources of the enterprise, and first confirm whether the enterprise has the resources (material resources and human resources) for independent implementation of training. If you lack a certain material resource, you can choose to buy it. If the purchase of material resources and the independent implementation of training can

achieve the desired effect and the cost is low, internal training is adopted. Otherwise, opt for training outsourcing. In short, enterprises should comprehensively consider the training project, cost, and their own resources to decide whether the training project is outsourced.

3.3 Reconstruction a fair and reasonable compensation management system and establish a performance management system based on the enterprise development strategy

As an important measure to motivate employees and improve enterprise performance in human resource management, performance evaluation and compensation management are an important way to achieve the optimal allocation of human resources and a key means to build a stable, high-quality and sustainable talent team. Only by continuously improving the content and means of performance appraisal and salary management in human resources can enterprises adapt to the current increasingly fierce social competition, and enhance their core competitiveness, management innovation, social influence and ability to resist risks. Therefore, a comprehensive analysis of the problems and countermeasures of enterprise human resources performance appraisal and salary management, and effectively promoting the development of human resource management in the new era to informatization, science and institutionalization, can effectively enhance the endogenous power of enterprises and fundamentally inject new momentum into enterprises.

1. Reconstruction a fair and reasonable compensation management system

Salary management is one of the most core contents of the enterprise, it is a reflection of the value of employee competence, every enterprise needs to do a good job in the relevant content of salary management, which is the core of enterprise development and the core method of retaining talents. Reasonable salary management is conducive to improving employee engagement and promoting the sustainable development of the enterprise. Corporate compensation is the payment and reward of

employees' work. Proper compensation management is conducive to improving employee engagement, attracting new employees, reducing personnel turnover. The value created by employees is directly reflected in the salary given by the enterprise. The payment of remuneration conveys to employees what kind of behavior is important and should be encouraged, and the company's compensation management system depends on the company's strategy. FC company lacks a scientific salary management concept, and should establish a clear, clear and coherent salary management concept. In order to meet the overall requirements of the survival and long-term development of FC company, and to fully play the incentive role of remuneration, it is imperative for FC company to build a complete set of scientific and standardized salary management strategies, and effectively play the functions of value-added, incentive, coordination, allocation, and value realization that the remuneration system should have. In view of the characteristics of FC enterprises at this stage of development and the main problems in salary management, I believe that enterprises should grasp the following tasks in salary management:

(1) Establish and update the concept of salary management timely. Enterprises can set up special salary management personnel to avoid the "head" of the enterprise leaders to set employee compensation, and the salary adjustment basis, can first determine the overall direction, and then set salary adjustment conditions for different positions. A clear and coherent salary management concept plays an important role in the infrastructure construction of the salary system. It can determine the remuneration factors, balance the salary weight, and form a good salary environment. The company should keep pace with the times and update with the development and progress of the enterprise. Under the new compensation management concept, small and enterprises should realize that employee is one of the important factors to promote the rapid development of enterprise stability, this is a kind of, worth investment and will get huge returns of human resources, according to the enterprise itself development form, situation timely update to suit the current development needs of compensation plan, salary budget, when employees to timely communication, according to the actual situation to adjust the compensation structure, in order to be able to consolidate the compensation system, and then improve.

(2) Scientific design of enterprise salary level. Enterprises should do a thorough and meticulous salary survey to find the most suitable combination of external competitiveness and internal fairness. The external competition of enterprise remuneration and benefits is closely related to its strategic positioning, and it is necessary to combine the different strategies formulated by the enterprise, follow the pace of development of the times under the leadership of the strategy, and combine the market changes of remuneration and benefits to reasonably and scientifically analyze the salary and welfare levels of different enterprises. Enterprises can analyze salary market surveys and employee salary satisfaction surveys, combined with the analysis results to adjust their own salary and welfare levels in a targeted manner, so as to ensure their own external competitiveness in the same industry on salary and welfare, which mainly reflects the goal of enterprise salary and welfare management to improve its own competitiveness, and is a key means implemented by enterprises in order to attract and retain talents. The internal fairness of enterprise remuneration and benefits, that is, in the daily operation of the enterprise, create a good internal competition environment to ensure the fairness of internal competition. When selecting a survey enterprise, it is best to start by choosing an enterprise whose labor force is comparable to that of the enterprise, and generally speaking, there are five main types of enterprises that can be surveyed (Table 3.1).

Table 3.1 - There are five types of businesses available for investigation

First kind	Other businesses of the same type in the industry
Second kind	Companies with similar jobs or jobs in other industries
Third kind	An enterprise that employs the same kind of labor force as the enterprise and can constitute the competition object for human resources
Fourth kind	Businesses in the region recruiting people in the same labor market
Fifth kind	Business strategy, reputation, remuneration level and working environment are in line with the general standards of enterprises

Source: developed by author

After the scientific investigation, the salary level strategy should be reasonably formulated according to the survey results. According to the enterprise life cycle theory, the construction of the enterprise compensation system should be a dynamic process. Companies should adopt different compensation strategies to match their development strategies in different life cycles (Figure 3.3).

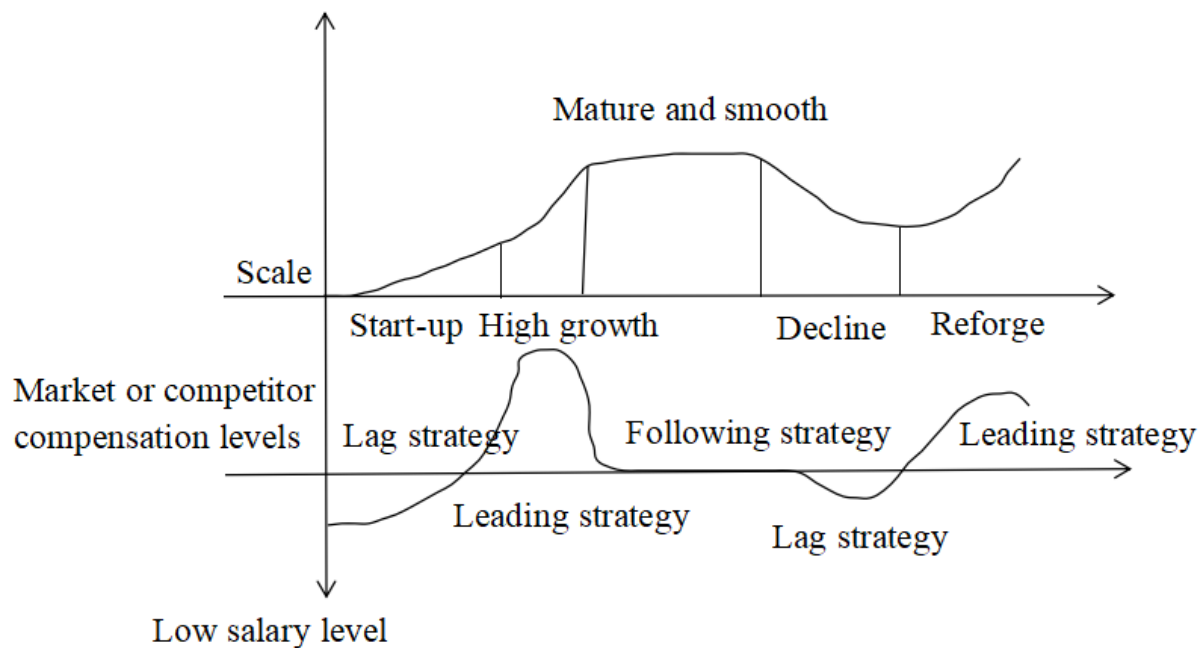


Figure 3.3 - General model diagram of corporate life cycle and compensation level strategy

Source: Fan Linbang, "Research on Enterprise Life Cycle and Compensation Level Strategy", Modern Management Science, No. 6, 2006

Enterprises such as FC Company have a certain economic strength, and have considerable profits and economic benefits have entered a period of rapid growth. Taking into account various internal and external factors, enterprises should choose a salary level leadership strategy at this stage, and pay slightly higher salaries than other enterprises to motivate employees and attract a large number of talents required for rapid growth of enterprises. In the implementation of compensation management, the basic salary should be maintained at the same level as the salary level of other enterprises in the market. The performance part can be appropriately improved under the condition of ensuring the profit of the enterprise, and the enterprise can adopt higher performance bonuses or commissions, and let employees enjoy better benefits to stimulate the enthusiasm of employees, so that the enterprise can maintain stronger competitiveness than other competitors.

(3) Introduction of pay-for-performance management system. According to the theory of motivation, the fundamental purpose of the so-called incentive is to

stimulate people's correct behavior motivation, mobilize people's enthusiasm and creativity, and then achieve maximum achievement. A set of efficient and fair salary system plays a decisive role in achieving effective attractment, incentive and retention of employees, which can organically combine the economic interests of the enterprise in various periods, make the development goals of the enterprise consistent with the development goals of employees, so as to promote the formation of a community of interests between employees and enterprises, and ultimately achieve a win-win result. FC company must adhere to the "3E principle" when designing the specific salary system, that is, the salary design should reflect the three fairness characteristics of external equity, internal equity and individual equity:

External Equity: The employer's compensation should be in line with a reasonable industry market positioning.

Internal Equity: The salary of each employee should be equal to the value created by that employee.

Individual Equity: Employers pay employees differently based on differences in their personal value. For employees in the same work, good workers should receive higher wages than poorer workers. Employee personal value factors include seniority (time spent working for the employer), contribution, job performance, etc.

Enterprises should comprehensively analyze their own conditions, establish different performance appraisal mechanisms according to the skills of different employees, reasonably evaluate the actual work level and business ability of enterprise employees, and make the salary fairer and more motivating. Clarify the correspondence between performance appraisal and compensation, closely link personal income and performance appraisal results, and realize the effective combination of salary management and performance management.

(4) Increase welfare incentives for employees. To establish a good salary management system, welfare construction is also an indispensable part of it. Enterprises not only from the perspective of their own blindly thinking to reduce spending, also want to from the perspective of employees, thinking about the enterprise to provide salary benefits, working environment can really meet the basic needs of employees, whether can get life, barrier, whether can reflect employee self

value, these problems is not only rely on the salary, but also need welfare assistance to be solved. Enterprise has a good welfare system, will make the employee job satisfaction improved significantly, and job satisfaction, will be converted into work enthusiasm and initiative, the overall employee dedication, efficient work, as atmosphere for enterprise to achieve business goals, eventually make the enterprise and employees to achieve a win-win health, cycle of balance. For statutory benefits, in the long run, enterprises should pay the full amount according to the corresponding amount of employees' salary, first, it can avoid the risk of future tax inspection; second, it is more conducive to employee stability. Enterprises can develop enterprise welfare according to their actual business situation, roughly divided into material welfare and non-material welfare, material welfare can be rental subsidies, catering subsidies, or holiday gifts on major festivals; non-material welfare can be regular organization of department group building, various recreational activities or year-end group travel, or hold employee birthday party. A good welfare system can make every employee feel the care of the enterprise from the spiritual aspect, and then strengthen their loyalty and sense of belonging, and increase the overall cohesion.

2. Establish a performance management system based on the enterprise development strategy

To establish an effective, reliable, sensitive, acceptable, practical and successful performance appraisal system, it should focus on rigorous, reasonable, fair and just, reward and punish the inferior. First of all, combine the performance appraisal goal orientation with the actual work. When formulating the performance appraisal system, enterprises should be entrusted to professional departments and personnel to establish a professional and reliable team that can convince employees. Professionals conduct in-depth internal investigation of the enterprise, visit the actual situation, and determine the focus of performance appraisal of different positions based on the size of work responsibility, difficulty level, work intensity and the amount of professional knowledge required. Second, strengthen the management of all aspects of the performance appraisal process. Start from the three aspects of process, personnel and results to ensure the transparency and fairness of the assessment. Finally, improve the mechanism for rewarding the good and punishing

the inferior. Give appropriate material rewards to employees who have excellent assessments, criticize and educate those who fail to pass the assessment, carefully analyze the reasons, and formulate improvement measures.

Based on the problems existing in performance management of FC company and the current situation of the enterprise, I think that first of all, every employee should clarify his or her role in performance management and assume due responsibilities: the company's decision-making level should provide strong support for performance management and promote the in-depth development of performance management; The manager of the human resources department is responsible for designing performance management implementation plans, processes and tools, providing consultation on performance management, and organizing the implementation of performance management; The department manager is responsible for implementing the performance management program, coaching and communicating the performance of employees to help employees improve performance. At the same time, the company should also do the following work:

(1) Set up reasonable and appropriate performance appraisal indicators, grasp the key performance indicators, can not cover everything. Compared with large state-owned enterprises and foreign enterprises, private enterprises such as FC company do not go deep into their own internal affairs, do not conduct preliminary investigations and do not conform to the reality of enterprises, and copy the performance appraisal system of other enterprises, making the development of enterprises more and more slow and more and more inhumane. Therefore, companies should avoid over-cutting and minutiae when setting performance indicators. The formulation of the performance appraisal index system of the enterprise should strictly abide by the 20/80 principle of Balet's law: grasp the 20% indicators that reflect the 80% goal of the enterprise, avoid excessive and miscellaneous indicators, and select 3 to 5 performance indicators as key performance indicators according to the situation of each department. Grasp the difficulty of working in different positions, work more, get more, get more difficult.

(2) Avoid the rigid decentralization of assessment indicators and clarify performance appraisal objectives. Implement responsibilities, implement categorical

assessment according to the responsibilities and nature of work of departments, clarify the business performance indicators and key work of each department, and reflect standardization and scientificity in the assessment content and assessment mechanism. In practice, all departments of FC company should pay attention to determining the performance objectives of the department according to the business plan of the enterprise, and when the heads of each department and employees jointly set specific performance targets, they should formulate the work target plan of the department according to the annual business plan and management objectives of the enterprise and the business focus of the department. Then, the goals are broken down into specific responsible persons based on employee responsibilities. Employees develop specific work plans based on the decomposed goals, and negotiate with managers to form employees' final performance goals. With such a coherent and transparent performance goal-setting plan, it is possible to combine with other resources to achieve better business development.

(3) Improve the quality of personnel at all levels and ensure the effective implementation of performance management. FC company's existing performance management system is their own exploration and establishment, but due to the lack of experience in performance management of existing human resources personnel, the relevant personnel only received several performance management training back to imitate the establishment of the company's existing performance management system, did not promote the concept of personnel at all levels and implement performance management skills and skills training, the performance management system established in this way, there must be many deficiencies. In view of the above situation, when enterprises build a performance management system, they can improve the performance management system through the following two ways:

Conduct performance management training for personnel at all levels

For all levels of personnel's concept, skills and skills can not keep up with the situation. Enterprises should increase the training in performance management. The training objects should not only include the human resources department, senior managers, middle managers, but also for ordinary employees. The content of the training at least includes the concept and skills of performance management,

including how to make performance plans, how to conduct performance interviews, how to give feedback to subordinates, how to guide subordinates, etc. Only by providing training on performance management to personnel at all levels can the performance management system be implemented smoothly.

With the help of external forces

When enterprises build a performance management system, they can consult some consulting institutions or consultants who have established a performance management system for other institutions, or hire some personnel who have established a mature performance management system, etc., which are all resources that enterprises can rely on. The introduction of "external wisdom" through consultation or hiring professionals can help enterprises establish a relatively scientific and standardized performance management system in a relatively short period of time.

Performance appraisal system is a systematic and dynamic management process. In the implementation of performance appraisal, enterprises must combine their own situation, have a deep understanding of the problems existing in performance appraisal, completely change the concept, especially pay attention to the continuous communication in the process of operation, to achieve the continuous improvement of organizational performance and the continuous improvement of the core competitiveness of the organization.

Performance appraisal is only a link, a part and a concept in performance management, and a complete performance management system is a process-based management, which includes the continuous improvement of research and formulation of performance objectives, implementation of performance appraisal and performance incentive. Various problems in the performance appraisal should be faced, analyzed and solved, so as to give full play to the great role of human resource performance appraisal in motivating employees, cultivating corporate culture and enhancing the core competitiveness of enterprises.

CONCLUSIONS

At present, in the face of fierce market competition and the deterioration of the domestic environment, for enterprises such as FC Co., Ltd., how to stand out in this fierce market competition environment and make a qualitative leap in their market competitiveness is a very serious topic. As the main force to promote the development of the national economy, with the rapid development of the economy, the problem of relatively weak human resource management has become increasingly prominent, which has become an obstacle to the sustainable development of enterprises. Therefore, the study of how to improve the human resource management of enterprises is of great significance. Through the specific case analysis of FC companies, this paper makes a preliminary exploration of the problems of private enterprises in human resource management.

This paper first introduces the relevant theories of human resource management and provides the necessary theoretical basis for the subsequent analysis. Furthermore, on the basis of analyzing the characteristics and existing problems of human resource management at different stages of enterprises, the importance of strengthening human resource management is clarified. Then, this paper takes FC companies as an example to conduct research, and analyzes the problems existing in human resource management, especially recruitment, training, salary management and performance appraisal, and the causes of problems. Finally, on the basis of the above research, this paper puts forward corresponding countermeasures and suggestions for the problems existing in human resource management of FC companies.

In the enterprise competition in the era of knowledge economy, the importance of human resource management is self-evident. In order to achieve long-term development and improve market competitiveness, enterprises, especially small and medium-sized enterprises, need to formulate a human resources management system that reflects their actual conditions. In practice, we have gradually explored a set of human resource management models suitable for enterprises. Since this paper uses FC companies as a sample to study enterprise human resource management, in view

of the limitations and limited space of the sample, this paper only conducts a preliminary discussion on several modules of enterprise human resources recruitment, training, salary management and performance, and cannot further analyze and study in depth, and there must be many deficiencies in the article. With the development of the enterprise and the gradual maturity of human resource management, I will conduct more in-depth research in this direction in the future, and I hope that the results of this study can provide certain reference value for the improvement of human resource management of enterprises.

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