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QUALIFICATION WORK

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ABSTRACT

Weng Deyuan. Administrative management of the enterprise.

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In this qualification work the theoretical and methodological foundations of administrative management of the enterprise were studied. Recommendations to improve the efficiency of administrative management of the enterprise have been developed.

In the first chapter “Theoretical and Methodical Aspects of Administrative management of the enterprise”, the evolution, concept, and essence of administrative management of the enterprise are investigated.

Chapter two, “Current Status of Administration of Guangzhou Metro Group Co. LTD”, which contains two sub-chapters, studies the administrative management status of the Guangzhou Metro Corporation.

Chapter three, “Ways to develop the role of the administration department in the development of Guangzhou Metro Corporation”, which contains three sub-chapters, proposes recommendations to improve the role of the administration department in the development of enterprises.

In addition, Company should also pay attention to the development and growth of employees, and provide rich career development paths and training opportunities for employees, so that employees can get continuous growth and promotion within the company. At the same time, Company should also pay attention to the working environment and culture of employees, and create a positive, healthy and harmonious working atmosphere, so that employees can give full play to their talents in a good environment. Through the research on the administrative management of company, this paper hopes to provide some suggestions for Company to optimize the administrative management mode and methods, and also hopes that these studies can provide reference and help to the administrative management of other small and micro enterprises at home and abroad. We believe that, through continuous optimization and innovation, the administrative management level of the company will be significantly improved, and the company's operational efficiency and employee job satisfaction will also be greatly improved.

Keywords: administrative management, administration department, executive force, employee incentive, company, inappropriate staff, neglect of management, lack of prospect.

АНОТАЦІЯ

Вен Деюан. Адміністративне управління підприємством.

Кваліфікаційна робота за спеціальністю 073 «Менеджмент» ОП «Адміністративний менеджмент» СНАУ, Суми-2024 - Рукопис.

У даній кваліфікаційній роботі досліджено теоретико-методологічні основи адміністративного управління підприємством. Розроблено рекомендації щодо підвищення ефективності адміністративного управління підприємством.

У першому розділі «Теоретико-методичні аспекти адміністративного управління підприємством» досліджено еволюцію, поняття та сутність адміністративного управління підприємством.

Розділ другий, «Поточний статус адміністрації Guangzhou Metro Group Co. LTD», який містить два підрозділи, вивчає статус адміністративного управління Guangzhou Metro Corporation.

Розділ третій «Шляхи розвитку ролі адміністративного відділу в розвитку Guangzhou Metro Corporation», який містить три підрозділи, пропонує рекомендації щодо покращення ролі адміністративного відділу в розвитку підприємств.

Констатується, що компанія повинна приділяти увагу розвитку та зростанню співробітників, а також надавати багаті шляхи розвитку кар'єри та можливості навчання для співробітників, щоб співробітники могли постійно розвиватися та просуватися в компанії. У той же час, компанія також повинна приділяти увагу робочому середовищу та культурі працівників, а також створювати позитивну, здорову та гармонійну робочу атмосферу, щоб працівники могли повною мірою розкрити свої таланти в хорошій обстановці. Завдяки дослідженню адміністративного управління компанією надаємо пропозиції для компанії щодо оптимізації режиму та методів адміністративного управління, а також сподівається, що ці дослідження можуть надати довідкову інформацію та допомогти адміністративному управлінню іншими малими та мікропідприємствами на вдома та за кордоном. Ми віримо, що завдяки безперервній оптимізації та інноваціям адміністративний рівень управління компанією буде значно покращений, а також значно покращиться операційна ефективність компанії та задоволеність працівників роботою.

Ключові слова: адміністративне управління, адміністративний відділ, виконавча влада, стимулювання працівників, компанія, невідповідний персонал, нехтування керівництвом, безперспективність.

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INTRODUCTION

Relevance of the topic. Under normal circumstances, the administrative management efficiency of the company is often ignored by the employees, but in the long-term accumulation of work, it is not difficult to find that the administrative management efficiency of the company plays a significant role in the business development of the company. As an important part of the daily work of the enterprise, it is the basis to ensure the completion of the work of the enterprise, and provides a clear guidance direction for the progress of the enterprise.

The development of an enterprise and the efficiency of the company's administrative management influence each other and are closely connected. How to improve the administrative environment of the existing conditions and improve the various systems according to the practical operation characteristics of the enterprise is an urgent concern of each enterprise. As an administrative manager of Company, I am mainly responsible for the administrative management related work of Company. For a long time, I feel the low efficiency of administrative management of the company, which has affected the daily operation of the company. The potential threat caused by the low efficiency of administrative management is bound to have a negative impact on the healthy development of the company in the future. To sum up, the research on this topic is proposed to solve the administrative efficiency of Company through the exploration of this topic, so as to improve the administrative management business level of Company, establish a scientific and healthy administrative management system, and promote the healthy, steady and sustainable development of Company. Based on the actual production situation and using the learned management theory, this paper deeply studies the objective problems and loopholes existing in the administrative management of the enterprise.

Analyze the company culture and employee habits, as well as a series of achievements and problems in the implementation of its management. It also uses some analytical methods to develop the company. Provide an overview of the possible problems and threats in the management process. Then, the administrative management

mode of company is analyzed to obtain the relationship between the management effect and the management mode, and to study the relationship between the work efficiency and management style, domestic and foreign management strategies and the current solutions. By obtaining information about company, company culture atmosphere and management mode, and then according to the management, organizational behavior theory, integrated use of literature, observation method and other research methods, understand company administrative working group personnel changes and problem effect, then according to the relevant management theory, the integrated use of literature, case study method, according to the basic method: problem, problem analysis and problem solving as the main line.

On the basis of the continuous optimization of the enterprise management strategy and the comprehensive understanding of the administrative management status of company and the problems existing in the process of problem handling, the corresponding improved management methods and processes are discussed.

The purpose of the master's work is to develop recommendations for improving the efficiency of administrative management of the enterprise.

According to the purpose, **the main objectives of the study** were identified:

- to investigate the theoretical and methodological aspects of administrative management of the enterprise;
- to investigate current status of administration of Guangzhou Metro Group Co. LTD s;
- to analyze company profile;
- to analyze administrative management status of the Guangzhou Metro Corporation;
- to consider the possibilities to develop the role of the administration department in the development of Guangzhou Metro Corporation;
- to study the role of the administration department in the development of enterprises;
- to improve the role of the administration department in the development of enterprises.

- to make the conclusion.

The object of the study is Guangzhou Metro Group Co. LTD.

The subject of the study is administrative management of the enterprise.

Methods of research. The theoretical basis, scientific and methodological basis of the master's work is based on the provisions of the economic theory of enterprise management. To form the organizational and economic foundations of administrative management of the enterprise, several modern scientific methods were used, in particular: the dialectical method of knowledge; abstract-logical (with a theoretical generalization of the essence and content of management processes); economic analysis and comparison; tabular and graphical method (to display information); formal and dialectical logic (to identify opportunities for adapting foreign experience).

The theoretical and methodological basis of the study is scientific and educational literature on the topic of research, as well as scientific periodicals, materials from scientific conferences, data from Internet sources, and statistical and analytical materials.

The scientific novelty of this research lies in its focus on administrative management of the enterprise.

received further development:

the research provides further development in the area of administrative management of the enterprise. Company should also pay attention to the development and growth of employees, and provide rich career development paths and training opportunities for employees, so that employees can get continuous growth and promotion within the company. At the same time, Company should also pay attention to the working environment and culture of employees, and create a positive, healthy and harmonious working atmosphere, so that employees can give full play to their talents in a good environment.

improved:

the research improves types of administrative management of the enterprise. The personality and behavior of the staff do not meet the requirements of administrative work, resulting in difficulties in communication and coordination and poor results in handling affairs. There are few promotion opportunities and low pay in administrative

positions, resulting in the lack of development motivation and work enthusiasm of employees, and it is difficult to attract and retain outstanding talents.

The practical significance of the results is: the practical significance of the results is rooted in their direct applicability to improving administrative management of the enterprise.

Personal Achievements:

1. Weng Deyuan Administrative management of the enterprise. *Матеріали XII Міжнародної науково-практичної конференції «Економіка підприємства: сучасні проблеми теорії та практики» (08-09 вересня 2023 р.)*. Одеса, 2023. С.367-368

2. Weng Deyuan Thinking about raising dimension and reducing dimension action of enterprise management. *Стратегічні пріоритети розвитку бухгалтерського обліку, аудиту та в умовах глобалізації : матеріали II Міжнародної науково-практичної конференції (м. Суми, 16 листопада 2023 р.) / за ред. проф. Назаренка О.В. Суми: CHAY, 2023. С.285-287.*

The structure and scope of work. Master's thesis consists of an introduction, three chapters, conclusions, and proposals list of references with **43** titles. The main text posted on the **62** pages of computer text, the work contains **8** figures and **7** tables.

CHAPTER 1

THEORETICAL AND METHODOLOGICAL ASPECTS OF ADMINISTRATIVE MANAGEMENT OF THE ENTERPRISE

Under normal circumstances, the administrative management efficiency of the company is often ignored by the employees, but in the long-term accumulation of work, it is not difficult to find that the administrative management efficiency of the company plays a significant role in the business development of the company. As an important part of the daily work of the enterprise, it is the basis to ensure the completion of the work of the enterprise, and provides a clear guidance direction for the progress of the enterprise. The development of an enterprise and the efficiency of the company's administrative management influence each other and are closely connected. How to improve the administrative environment of the existing conditions and improve the various systems according to the practical operation characteristics of the enterprise is an urgent concern of each enterprise.

As an administrative manager of Company C, I am mainly responsible for the administrative management related work of Company C. For a long time, I feel the low efficiency of administrative management of the company, which has affected the daily operation of the company. The potential threat caused by the low efficiency of administrative management is bound to have a negative impact on the healthy development of the company in the future. To sum up, the research on this topic is proposed to solve the administrative efficiency of C Company through the exploration of this topic, so as to improve the administrative management business level of C Company, establish a scientific and healthy administrative management system, and promote the healthy, steady and sustainable development of C Company. Based on the actual production situation and using the learned management theory, this paper deeply studies the objective problems and loopholes existing in the administrative management of the enterprise. Analyze the company culture and employee habits, as well as a series of achievements and problems in the implementation of its management. It also uses

some analytical methods to develop the company. Provide an overview of the possible problems and threats in the management process. Then, the administrative management mode of C company is analyzed to obtain the relationship between the management effect and the management mode, and to study the relationship between the work efficiency and management style, domestic and foreign management strategies and the current solutions. By obtaining information about C company, C company culture atmosphere and management mode, and then according to the management, organizational behavior theory, integrated use of literature, observation method and other research methods, understand C company administrative working group personnel changes and problem effect, then according to the relevant management theory, the integrated use of literature, case study method, according to the basic method: problem, problem analysis and problem solving as the main line. On the basis of the continuous optimization of the enterprise management strategy and the comprehensive understanding of the administrative management status of C company and the problems existing in the process of problem handling, the corresponding improved management methods and processes are discussed.

In the new era of the market economy under the background, all types of enterprises from all walks of life are faced with the complicated and confused problem of administrative management, which has seriously hindered the development of enterprises and become a roadblock to the healthy and green development of enterprises. Therefore, it is an important means to improve the operation rate of enterprises, to promote the good operation of enterprises. C company as a local enterprise, is a collection of research and development, production, sales of science and technology innovative enterprises, but it also has the company set up short time, the management system is not sound, immature problems, inefficient administrative management has affected the future development of C company, become the company urgent to solve the problem, improve the efficiency of the administrative management of C company also helps the company's overall strategic goal planning, so solve the problems of the current stage of administrative management efficiency, put forward practical measures and measures is the priority of company at present development, is the purpose of this study.

This paper hopes that through the investigation and study of the problems existing in the administrative efficiency of Company C, analyze and summarize the administrative efficiency of Company C, and put forward practical measures to improve the administrative efficiency of Company C, and put forward the guarantee measures for the implementation of the measures. This paper hopes that this research can effectively solve the problems of administrative efficiency of C company at the present, contribute wisdom to the efficient operation and modern management of the company, and provide reference for the improvement of administrative efficiency of other similar types of small and medium-sized enterprises.

The administrative management efficiency of enterprises belongs to the daily enterprise management, and its theory was first born in the west, and the system appeared earlier and was more complete and rich. Wilson said that the administrative management of enterprises should be separated from political science, and at the same time, the key task of administrative management is the improvement of administrative management efficiency, as the fundamental purpose of enterprise research administrative management, his views in the book "Administrative Research" published in 1887. From this time on, the relevant theoretical research on the administrative management efficiency of enterprises has been continuously enriched. Among the views of many enterprise management scholars, Leonard of the United States.

White proposed that the long-term healthy development of the company must give priority to the adjustment of the organization, and at the same time, the company will simplify the process, aiming to solve the problems in the administrative efficiency through a series of reform measures. Improve the work efficiency of the company. Taylor, an outstanding figure of foreign scientific management theory school, believes that the improvement of the company's production efficiency comes from standardized, strict and unified operation, which improves the work efficiency, and then improves the administrative efficiency of the company. After the continuous updating and iteration of science, management scholars from all walks of life try to improve the administrative management efficiency of enterprises through advanced and progressive management means and management methods. In the 1930s, the theory of administration

continuously introduced the theory of democracy and efficiency into the enterprise administration on the basis of the preliminary theoretical research, which was the beginning of the study on the efficiency of administrative management abroad. Among them Marx. Weber believes that a specific organizational form is characterized by the basic organizational characteristics from the part to the whole and from command to obedience. And maslow's scholars published in the hierarchy of human demand of enterprise administrative behavior also made the scientific interpretation, the theory shows that the demand of enterprise management unpredictable potential impact, the focus of its development gradually from around the "thing" as the core, strengthening the institutionalized management of enterprise, improve the principle of enterprise supervision gradually to the free active employees as the core, strengthen the enterprise employee personal behavior inquiry and take incentives to stimulate staff work enthusiasm management way. To continuously absorb the employees into the company management and decision-making, and jointly participate in the management of the enterprise, to play an important role in improving the efficiency of the enterprise administrative management. In this way, the existence of social group cooperation and division of labor is a hierarchical power system.

All levels in the organization work in strict accordance with the system, which greatly improves the administrative efficiency of the organization. American researchers found that can also establish a kind of information organization type, is the use of modern information communication and Internet technology, the society of effective resources and talents closely connected, constitute staggered resources network, with lower input and greater efficiency will be a wide range of market resources to the enterprise itself, improve the resource utilization efficiency also saves the input cost for the enterprise. In the 1970s, British and American countries under the economic crisis, the economic affected by sustained fluctuations, and this special period also promoted the rapid development of western administration, gradually derived from the critical "efficiency" as the main point of new public administration, the theory emphasizes the people's demand as the core value specification, gradually changed to the core to improve the company's administrative management.

In recent years, the western administrative management theory has been further improved, gradually transforming from human management to the comprehensive integration reform of economy, efficiency and enterprise income. represented by the British entrepreneur Osborne, the management of the enterprise is gradually integrated with all aspects of resources, so as to improve the administrative management efficiency of the enterprise in the whole direction. Wilson pointed out in the article, improve the efficiency of enterprise administrative management way seems obvious, but the enterprise in the field of continuous test to test the administrative standard is scientific, but also should pay attention to the cultivation of enterprise staff ability, these methods need to be targeted trial and error in the enterprise, to find suitable for their own effective way to improve the efficiency of administrative management. The exploration of administrative management theory in western European and American countries is more detailed and specific. Western countries represented by Germany strongly use associations to participate in enterprise management, and they are good at giving full play to the role of cooperative governance between associations and enterprises.

The Japanese administrative management concept emphasizes giving the company management more management authority, and employing senior professionals to conduct professional management of the company's administrative work. The administrative management system of enterprises has more service and management will. More concentrated reflects the company's senior management thinking, administrative management efficiency has been improved to a considerable extent. HardwinSpenkelink In its research, it is pointed out that the administrative management efficiency of an enterprise and the concentration of the enterprise management authority, the more centralized the management authority, the lower the administrative management efficiency of the enterprise. The more standardized the organizational framework of the enterprise, the more professional the functional division, and the higher the flexibility of the workflow, the more prominent the administrative efficiency of the enterprise.

At the figure 1.1 we can see research status of administrative efficiency of enterprises at home and abroad.

01

1. Foreign research status

Early development, perfect system

Core theory: Wilson, Taylor, Weber, Maslow and other theories laid the foundation

Management characteristics: from "efficiency first" to "people-oriented"

Modern development: Focus on information technology and resource optimization, emphasizing flexibility and economic benefits

02

2. Domestic research status

Late start, transition

Traditional problems: the legacy of planned economy, management lag, low efficiency

Explore innovation: some enterprises gradually adjust, pay attention to resource allocation and employee incentives

Figure 1.1 – Research status of administrative efficiency of enterprises at home and abroad

Source: formed by the author

Compared with the early development of foreign enterprises, the perfect system and more experience, the exploration of relevant theories in China still stays in the traditional way under the traditional planned economy mode. Especially for China's labor-intensive enterprises and traditional handmade products industry, more lack of enterprising and changing advanced thought understanding, unable to realize the necessity of efficient administrative management system for the healthy development of enterprises. Obviously, the above traditional enterprise administrative management mode cannot accelerate the production, sales and operation of the enterprise, which will inevitably cause the administrative management efficiency of the company is always low phenomenon. At the same time, we must also see that at the present stage, China's planned economy still occupies a large proportion, and a considerable part of the enterprises still regard the specific affairs of the enterprise as the main direction of corporate administrative management. For the efficiency of administrative management judgment usually from the decision-making level, intermediate management level and executive level three aspects, decision-making level to develop feasible administrative management system as the criteria, ensure the administrative efficiency at the

organizational level, the middle management, need to according to the rules and regulations to the previous level to task division of department, and the level of administrative efficiency is the mechanical efficiency. Three levels jointly determine the level of the company's administrative management efficiency [11].

In 2020, Hou Zhimin proposed that the enterprise administrative management system must be very different from the government management system, which is relatively more timeliness and more flexible. Since companies are bound to be much smaller than the national government system, they are more able to adapt to market changes. Therefore, it is not difficult for us to see that the administrative work of the enterprise must be combined with the real needs of the enterprise to fully explore all the resources of the company to the greatest possible. In order to make the company's management system more lean, practical and feasible, the enterprise must constantly adhere to the company's various processes, systems and other contents to constantly modify and improve. In order to promote the high-speed operation of the company, drive the enthusiasm of employees, to create considerable benefits for the enterprise. Ensure the good development of the company.

But also must see, most of the company administrative work is still in neglected position, long for the enterprise "front" department as service role, far from play the role of the administrative management, administrative work at the same time also has sudden and temporary own characteristics, also need the company's administrative personnel need to have high heart quality and rapid response and other professional necessary skills, help enterprises to reform and update.

Tang Ying believes that some excellent representative enterprises in China started early, but lack corresponding management experience. Their managers are deeply influenced by China's traditional economic system, and they still stay in the old administrative management system. In recent years, most emerging enterprises in accordance with the large state-owned enterprises and the government administration mode, led to the enterprise administration of the same, no characteristics of the ills, this kind of administrative concept has been unable to adapt to the current rapid development of diversified economic forms, led to the enterprises in China to adapt to the economic

system change is stretched.

At the present stage, due to the reform of the company system, the main goal of the company is to maximize the benefits and create more benefits to the greatest extent, so the administrative management theory in the past has been unable to meet the strategic goals and strategic tasks of the enterprise at the present stage. At the same time, the management concept of the traditional form of state-owned enterprises is full of the disadvantages of the old school of formalism, and the ethos of the enterprise also hinders the accelerated expansion of the company to a considerable extent, unable to meet the expectations of the employees, and is gradually abandoned by the mainstream market. The research and judgment on the efficiency of administrative management can be mainly reflected from three aspects.

First of all, we should judge whether the administrative management system is reasonable. To maximize the administrative efficiency of the company, it is necessary to allocate the company's people, money and materials in the best way, so as to make the best use of things and people fulfill their responsibilities. Secondly, we should pay attention to the fluency of each work link. Whether the document information is uploaded and issued timely, the accuracy, or whether the work street is smooth, are the criteria to judge the efficiency of administrative management. Finally, the effect of administrative management efficiency in serving the company cannot be ignored, and the income of other departments and the consumption of administrative management can be compared as another standard to measure the efficiency of administrative management.

Can see to strengthen the administrative efficiency of the enterprise, must be based on the market on the basis of the administrative problems of the enterprise, find joint era development of management system, let the company's administrative system mobility, constantly inject fresh blood for enterprise development, is advantageous to the administrative work to the positive direction. The healthy development of the enterprise, must consider save more operating costs for the company, how to coordinate the company all kinds of human resources and material resources, and all resources conditions allocated to each department, the company as the overall behavior of the

enterprise administrative work, it is conducive to the enterprise development practical, move forward steadily. To some extent, it can also be seen that the characteristics of enterprise administration must start from the reality. Only in this way can we stand firm in the great changes in the development of the future era. If the enterprise wants to establish a good management order, a complete management system and an efficient management system must firmly grasp the administrative management work of the enterprise. It is an effective means for enterprises to achieve the steady growth of their own benefits.

However, its management proposition with benefit as the ultimate goal will inevitably lead to higher sensitivity of its administrative management system and more thorough enterprises, which characteristics make it different from the administrative work of the government. In addition, the flexibility of the administrative management of enterprises enables them to quickly respond effectively to the changes of the market and the reform of the economic system, and find new management methods suitable for enterprises through continuous exploration. From the point of view of the most basic problems, the administrative management of the enterprise can also improve the overall centripetal force of the company and the competitiveness of the team, can solve the problem of employees' slack thinking in the first time, and at the same time take practical measures to stabilize the situation. At the present stage of the administrative management system of Chinese enterprises, there are still some problems such as imperfect rules and regulations, the construction of administrative regulations is not complete, and some of the provisions that have been formulated can not be effective implementation. Modern social administrative management work must be carried out effectively on the basis of scientific and advanced working process and comprehensive and systematic management principles. Therefore, it is inevitable to see that the reasons for the backward enterprise administrative management system are widely distributed in the lack of rationality of the institutional setting, the administrative management system is not complete and other reasons, which lead to the modern scientific administrative management mode can not be fully promoted.

Chinese scholar Huang Xinan has made a new explanation for the administrative

management of enterprises. Huang Xinan believes that the administrative management system of enterprises serves the orderly development of the production and operation of enterprises, and it must maintain the policy operation of enterprises through the corresponding administrative management means and the coordination and planning of specific affairs. At present, its view is accepted by the vast majority of researchers in China. To improve the efficiency of the administrative management of the company, we need to work together from multiple angles, not only to change the traditional ideas, change the way of thinking, but also to determine the correct and scientific strategic goals [33], reasonable organizational structure. At the same time, the leadership of the pace should keep the same, not change, but also to ensure that the company's system is sound. Because very few companies can be relatively suitable for their own current situation and business situation in the construction process of the administrative management system, which leads to the administrative management of various enterprises in China is often nothing new, the same.

Company's administrative management system is the hub of the healthy development of the company, quite a part of domestic institutions of higher learning in recent years rushed to open industrial and commercial management and administrative management related direction, its teaching content covers every corner of high speed operation, scholars and enterprise managers from all walks of life to their administrative ability and skills, take the initiative to absorb advanced management concept to apply to the enterprise organization, operations, leadership and other aspects. So far the enterprise development, the company's administrative personnel promotion opportunities, social junior supplement talent emerge in endlessly, combined with the enterprise managers often put the administration at the end of the enterprise all affairs, which leads to the brain drain of the industry, in the long run, virtually caused the administrative personnel quality is uneven, and it is difficult to solve in a short time.

The theory of administrative management in western enterprises developed early, and most of them put forward feasible administrative management systems according to their own enterprises, which give great play to their own advantages, and can effectively combine their national conditions to add core competitiveness for enterprises and

cultivate excellent corporate culture. But at the same time, we should also see that the administrative management system and system of foreign enterprises are more radical, which leads to the risk resistance ability of foreign enterprises to maintain a relatively stable level. Therefore, a considerable number of foreign enterprises also need to timely adjust the administrative management system of the company according to the actual market demand. In addition, in addition to the traditional discrimination methods such as experience observation and experience accumulation, recently, foreign enterprises also focus on the combination of scenario simulation experience and data experimental research to conduct investigation and assessment. Find out the key points that affect the efficiency of the company's administrative management system.

At the present stage of people's ideological level in China, with the widening of their own knowledge field and the boundaries of various social fields, the regular and institutionalized enterprise management principles have formed a certain consciousness among enterprise employees. This has created new requirements for the company's administrators. However, the socialist system with Chinese characteristics and China's unique national conditions determine that China's enterprise administrative management system cannot copy the advanced management mode abroad, but needs to be adjusted according to the actual situation of China. Enterprise management theory development late in China, quite a part of the enterprise administrative management system is still in the exploratory stage, our country enterprise administrative management mode is relatively lag, quite a number of enterprises still stepped on the past footprints, new play old, rarely can combine the actual situation of enterprise management operability adjustment, which leads to the administrative management of our country enterprise always cliché, little new.

Post analysis is a systematic analysis and research of the nature of various positions, tasks, responsibilities, working conditions, environment, and qualifications of employees in the post work, so as to formulate post norms and human resource management documents, such as job description.

Employee incentive refers to the use of various effective means, different degrees to meet or limit the needs of employees, to stimulate employee demand, motivation,

desire, make the employees in the process of pursuing the goal to form a specific target, maintain a highly emotional and continuous positive state, fully demonstrate the potential process, and fully achieve the expected goal.

Promotion mechanism-a system that defines the conditions, methods and processes of employee promotion. Promotion refers to the process of raising an employee from a lower level to a higher level. Division of labor is one of the effective means to improve efficiency. Therefore, in the enterprise, according to the major is divided into multiple levels, and these levels are divided into multiple positions. These positions constitute a hierarchical series, so there are conditions for promotion.

Recruitment enterprises or organizations in the process of attracting applicants, selecting and recruiting talents needed by enterprises or organizations. The direct objective of recruitment is to obtain the enterprise or organization, whose potential objective is reflected in three aspects: 1. establish a good corporate image; 2, reduce the probability of the employee leaving the enterprise within a certain period of time; 3, fulfill the social responsibility of the enterprise or organization.

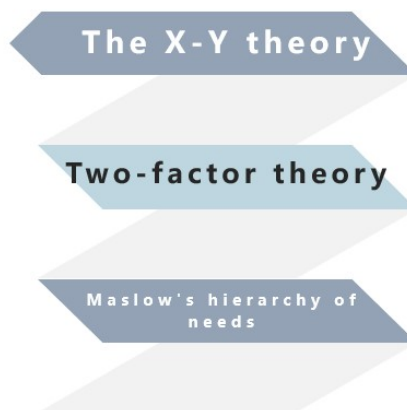
Training refers to the teaching of employees in terms of corporate culture, management methods and working skills. Human resource development refers to the strategy of human resource developers to achieve economic goals through learning, education, training and management, and to utilize, transform, shape and develop existing human resource organization activities. The staff training project should follow the following principles: 1, theory and practice, learning and application; 2, knowledge and skills training, organizational culture training; 3, full staff training and key improvement.

Basic theory.

1. The X-Y theory.

XY theory (Theory X-Theory Y) mainly on the fundamental understanding of human nature. One is the sexual evil X theory, a sexual good Y theory. The summary of the X theory and the Y theory is the most important academic contribution of Dawes McGregor (Douglas McGregor).

The relevant factors in the enterprise are divided into two kinds, which are the satisfaction factor and the dissatisfaction factor. Satisfaction factor is the incentive factor that can make people get satisfaction. The dissatisfaction factor is the factor that is easy to produce opinions and negative behaviors, that is, the health factor.



A fundamental understanding of human nature. There is the X theory of sex evil and the Y theory of sex good.

In terms of human needs, there are five parts, namely physiology, safety, respect, social interaction and self-realization, and the influence on human beings gradually ranks from weak needs to strong needs.

Figure 1.2 – Overview of relevant theories

Source: formed by the author

2. The two-factor theory.

The two-factor theory (two factor theory) is also known as incentive-care theory. Herzberg, an American psychologist, said it in 1959. Related factors in enterprises are divided into two kinds, which are satisfactory factors and unsatisfactory factors. The satisfaction factor is the incentive factor that can make people get satisfied. Dissatisfaction factors are the factors that are easy to produce opinions and negative behaviors, namely, health care factors.

3. Maslow's hierarchy of needs theory.

In terms of human needs, there are five parts, such as physiology, safety, respect, social interaction and self-realization. Human influence is gradually arranged from weak demand to strong demand. After self-realization needs, there are self-transcendence needs (Self-Transcendence needs), but it is usually not a necessary level in Maslow's hierarchy of needs theory, most of which will integrate self-transcendence into self-realization needs.

CHAPTER 2

CURRENT STATUS OF ADMINISTRATION OF GUANGZHOU METRO GROUP CO. LTD

2.1 Analyse of Company Profile

Guangzhou Metro Corporation, established in 1992, is a major state-owned enterprise fully owned by the Guangzhou municipal government. The corporation operates a comprehensive rail transit network covering approximately 1,139 kilometers, comprising 652.7 kilometers of local metro lines, 22.1 kilometers of trams, and 318.6 kilometers of intercity railways. Additionally, it oversees 145.3 kilometers of external projects, including the Lahore Orange Line in Pakistan. Annually, the corporation serves 2.3 billion passengers, facilitating 25 billion passenger-kilometers.

Fitch Ratings uses a top-down approach to rate metro and rail-transit issuers. Government support is typically the key driver for their Issuer Default Ratings, as most of the companies have poor Standalone Credit Profiles in the network expansion stage due to high net leverage. The sponsoring governments tend to tightly regulate the issuers' investments and operation. We regard these issuers as government-related entities, as each sponsor government has sufficient control and directly or indirectly owns the company to allow close supervision. The issuers tend to retain close linkages with the local government and their ratings are close to or equalised with the sponsor rating. We analyse the issuers' likelihood of obtaining extraordinary support and linkage with the local government to determine their IDRs. The issuers in our portfolio receive continuous government support, even under the challenging economic environment during the Covid-19 pandemic, and exert a strong financial and socio-political impact on each region with their strategic policy mandates.

At the table 2.1 we can see a Fitch Rating of Guangzhou Metro Group Co., Ltd.

Table 2.1 – Fitch Rating of Guangzhou Metro Group Co., Ltd.

01 Ratings

RATING	ACTION	DATE	TYPE
A+ 	Affirmed	22-Aug-2024	Long Term Issuer Default Rating
A+ 	Affirmed	22-Aug-2024	Local Currency Long Term Issuer Default Rating
b+	Affirmed	22-Aug-2024	Standalone Credit Profile

Source: formed by the Fitch Rating <https://www.fitchratings.com/entity/guangzhou-metro-group-co-ltd-96208163>

China-based metro developer Guangzhou Metro Group Co., Ltd.'s (GZMG) ratings are assessed under Fitch Ratings' Government-Related Entities Rating Criteria, reflecting its full sovereign ownership, ongoing state support and the socio-political and financial implications of a default.

“Very Strong” Status, Ownership and Control: The Guangzhou municipal government has tight control and oversight of GZMG. Its board members are appointed by the Guangzhou State-owned Assets Supervision and Administration Commission, and major decisions require government approval to ensure the company meets the city’s increasing demand for metro transportation.

“Very Strong” Support Record: The Guangzhou government has a solid record of providing substantial financial support to GZMG for undertaking large-scale and capital-intensive investment in metro development and to cover operational losses from metro operations. The extent of its support remains strong so far. Such support includes capital injections, financial grants and debt swaps. Financial support has remained largely stable, with GZMG receiving an average of CNY20 billion of support per annum.

“Strong” Socio-Political Implications of Default: GZMG is designated as the sole entity for metro investment, financing, construction, operation and management in Guangzhou, a city with nearly 19 million people. The metro's daily passenger flow

accounted for 63% of the city's total public-transport passenger flow in 2022, up from 48% in 2017, with daily ridership of 6.5 million on average. Any disruption to GZMG's operations would have significant political repercussions and a negative impact on economic development.

In December 2012, C took talents from the world famous Internet enterprises to be responsible for the innovative research and development of C finance and cloud applications. Dedicated to small and micro enterprises, smooth communication and create customer value, on the one hand, its own software and technology architecture; on the other hand, C inherits the solid and rich financial service experience of Yon you Group, on the basis of professional integrity, provides a smooth financial management service platform for small and medium-sized enterprises. Smooth financial management services, platform for small and micro enterprises to provide a professional financial services and information services one-stop platform.

We are committed to building a service ecosystem for small and micro enterprises, and extensively establish cooperative relations with various professional service organizations, individuals and ISV, to provide quality services for small and micro enterprises. And the software for import and inventory management (1 series, 3 series, 6 series, T + series). The platform is established to a certain extent to change the entire financial service industry in China, and cooperate with public service platforms for small and medium-sized enterprises in many provinces (cities), to provide fiscal and tax cloud services and management cloud services for local small and medium-sized enterprises. At the same time, with the help of enterprise health inspection tools, to provide business assessment and risk early warning for small and medium-sized enterprises. C takes iso 9001 as the standard, gathers service agencies across the country, establishes service alliances, establishes user call centers in Beijing and Nanchang, and establishes a 7-15 hour-service community, aiming to let customers keep in touch with Chanjet anytime and anywhere. Since 2011, you have become the accounting professional technical support unit of the vocational college skills competition of the Ministry of Education, providing support services for 37 provinces and cities, and using cloud technology to conduct comprehensive testing and academic analysis of the accounting skills of 27

provinces and cities in China. And in January 2015. In 2013, China was awarded as the software market, it was awarded as the most growing emerging enterprise in the 21st century.

Usually in the process of enterprise management efficiency evaluation, it is difficult for the company's administrators to quantify their work performance. The effectiveness of work is not easy to reflect in the short term, and the functional attributes of administrative personnel add difficulty to the improvement of their management efficiency. On the one hand, the administrative management work usually has a certain sudden, its work content is redundant and pay attention to details. Do not have the basic conditions for regular consideration. On the other hand, there are essential differences between the work nature of administrative departments and other sales and production departments. The production and sales departments are biased to business departments, and the work results are obvious, which is convenient for quantitative assessment. However, the administrative management work is more inclined to the comprehensive coordination department, whose work results are not easy to reflect, and also easy to be ignored by the management of the company. All of these factors restrict the improvement of administrative management efficiency.

2.2 Administrative management status of the Guangzhou Metro Corporation

The administrative management status of a corporation involves evaluating various aspects of how the company is organized, controlled, and operated. It generally includes:

Organizational Structure: Assessing how the company is structured - whether it's hierarchical, flat, matrix-based, etc. and how well this structure supports its goals.

Management Processes: Reviewing the processes in place for decision-making, communication, and coordination between different departments.

Compliance and Governance: Ensuring that the corporation complies with legal and regulatory requirements, and that there are effective governance practices in place.

Resource Management: Evaluating how well the corporation manages its human,

financial, and physical resources.

Strategic Planning: Checking the status of strategic plans, including how they are developed, implemented, and monitored.

Performance Metrics: Analyzing performance metrics to understand how well the corporation is meeting its goals and objectives.

Risk Management: Reviewing the systems in place for identifying, assessing, and mitigating risks.

Administrative Efficiency: Assessing the efficiency of administrative functions such as record-keeping, scheduling, and office management.

Technology and Systems: Evaluating the effectiveness and integration of technology and information systems used for administrative tasks.

Staffing and Development: Looking at how staffing needs are met and how employee development and training are handled.

Table 2.2 – Managers: Guangzhou Metro Design & Research Institute Co., Ltd.

Director	Title	Age	Since
Di Jun Wang	Chief Executive Officer	53	-
Lu Ping Wen	Director of Finance/CFO	50	02-12-31
Yi Han Sun	Investor Relations Contact	-	-
Wei Xu	Corporate Secretary	41	18-05-31

Source: formed by the <https://www.marketscreener.com>

The board of directors of a corporation typically consists of a group of individuals elected to represent the shareholders' interests and oversee the corporation's management. The members of the board usually include:

Chairperson (or Chairman/Chairwoman): The leader of the board, responsible for presiding over meetings and ensuring that the board functions effectively. They often have significant influence over the direction and strategy of the corporation.

CEO (Chief Executive Officer): In many corporations, the CEO is also a board

member and may even serve as the Chairperson. The CEO is responsible for the day-to-day management of the company.

CFO (Chief Financial Officer): The CFO may be a board member, particularly in larger corporations. They oversee financial planning, risk management, and reporting.

Table 2.3 – Members of the board: Guangzhou Metro Design & Research Institute Co., Ltd.

Manager	Title	Age	Since
Xing Zhong Nong	Chairman	54	93-12-31
Zhi Yuan Lin	Director/Board Member	59	18-08-17
Jian Wang	Director/Board Member	50	18-08-17
Xiao Qin Zhou	Director/Board Member	68	18-08-17
Bin Lin	Director/Board Member	62	18-08-17
Li Li Tan	Director/Board Member	70	18-08-17
Di Jun Wang	Chief Executive Officer	53	-
Xiao Bin Wang	Director/Board Member	47	21-08-29
Jing Liao	Director/Board Member	52	22-06-06
Si Yuan Fang	Chairman	45	21-08-29

Source: formed by the <https://www.marketscreener.com>

Independent Directors: These are board members who do not have a direct relationship with the company other than their role on the board. They provide impartial oversight and bring diverse perspectives.

Executive Directors: These are members of the board who also hold executive positions within the corporation. They are involved in the company's operations and bring in-depth knowledge of the company's internal workings.

Non-Executive Directors: Board members who do not have a role in the day-to-day operations but contribute through their expertise and experience. They help provide a broader perspective on corporate governance and strategy.

Committee Chairs: Board members often chair specific committees, such as the Audit Committee, Compensation Committee, or Governance Committee. Each committee focuses on particular aspects of the corporation's operations and governance.

Legal Counsel: Sometimes, the corporation's legal counsel may attend board meetings, although they are not typically formal board members. They provide legal advice and ensure that the board's decisions comply with regulations and laws.

The exact composition of a board can vary depending on the corporation's size, industry, and governance structure. The members are generally selected based on their expertise, experience, and ability to contribute to the corporation's strategic goals.

This paper takes employee recruitment as an example to investigate and discuss the current situation.

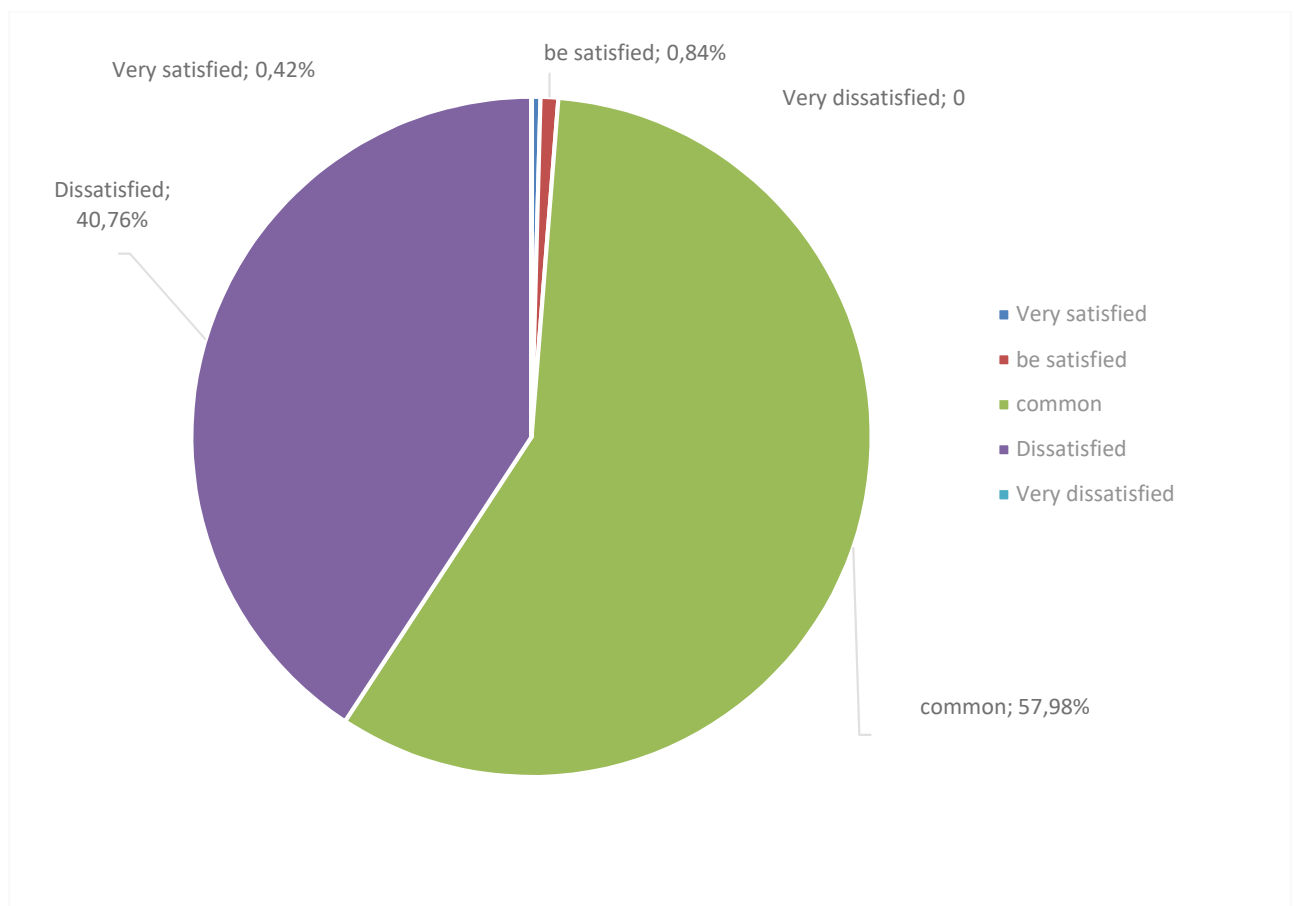


Figure 2.1 – Satisfaction with employee training

Source: formed by the author

The first question is "Are you satisfied with the company's training work?",

According to Figure 3, 57.98% are generally satisfied with the company's training, and 40.76% are dissatisfied.

Employees involved in the training enthusiasm is not high, the effect of the training evaluation, training requirements from actual, or training location, time arrangement is not appropriate will make the trainees produce bad experience, so that employees feel the benefits of training is not even conducive to their own career development, eventually lead to satisfaction is not high.

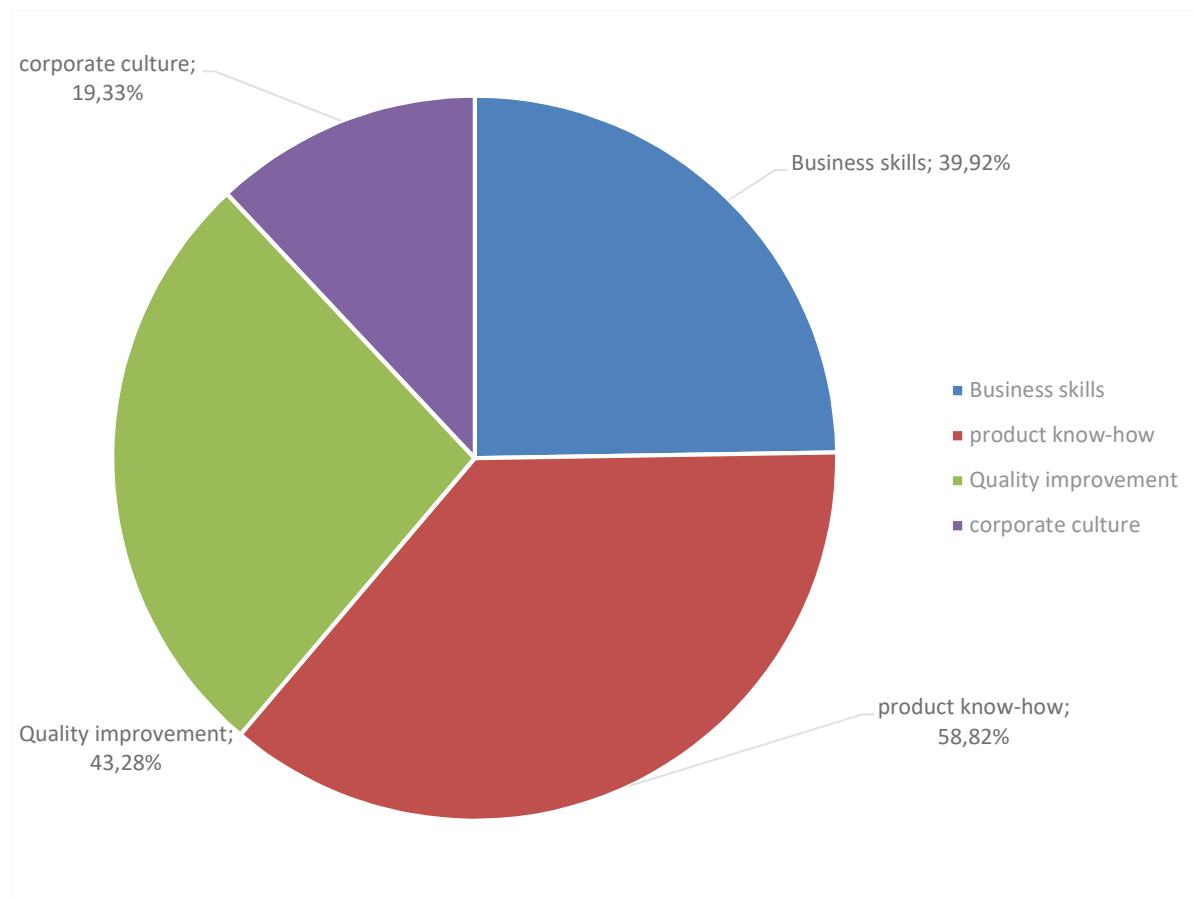


Figure 2.2 – Investigation on the types of employee training

Source: formed by the author

The second question is entitled, "What types of staff training have you attended?", Since employees may have received more than one type of training, the topic is multiple choice. It is mainly to understand what types of training employees have received to analyze the training programs that enterprises pay more attention to. According to Figure 5, 58.82% of the people have received product knowledge training, 43.28% have

received quality improvement training, 39.92% have received business skills training, but only 19.33% have received corporate culture training. This shows that the company is very short of training on the corporate culture. If the employees do not understand the corporate culture enough, it will lead to the decline of the corporate cohesion and fail to link the personal development with the development of the enterprise.

The topic of the third question is "What are the training methods of C company that you have attended?", This topic is designed as a multiple-choice topic. According to the training methods most often received by employees, we can analyze whether the training form of the enterprise is novel and the aspects that need to be improved. Figure 6 shows that in the survey results, company C mainly conducts training in three ways: teacher leading apprentice, role playing and scenario simulation. The survey results show that the training methods adopted are limited, relatively fixed, lack of flexibility, and no innovation.

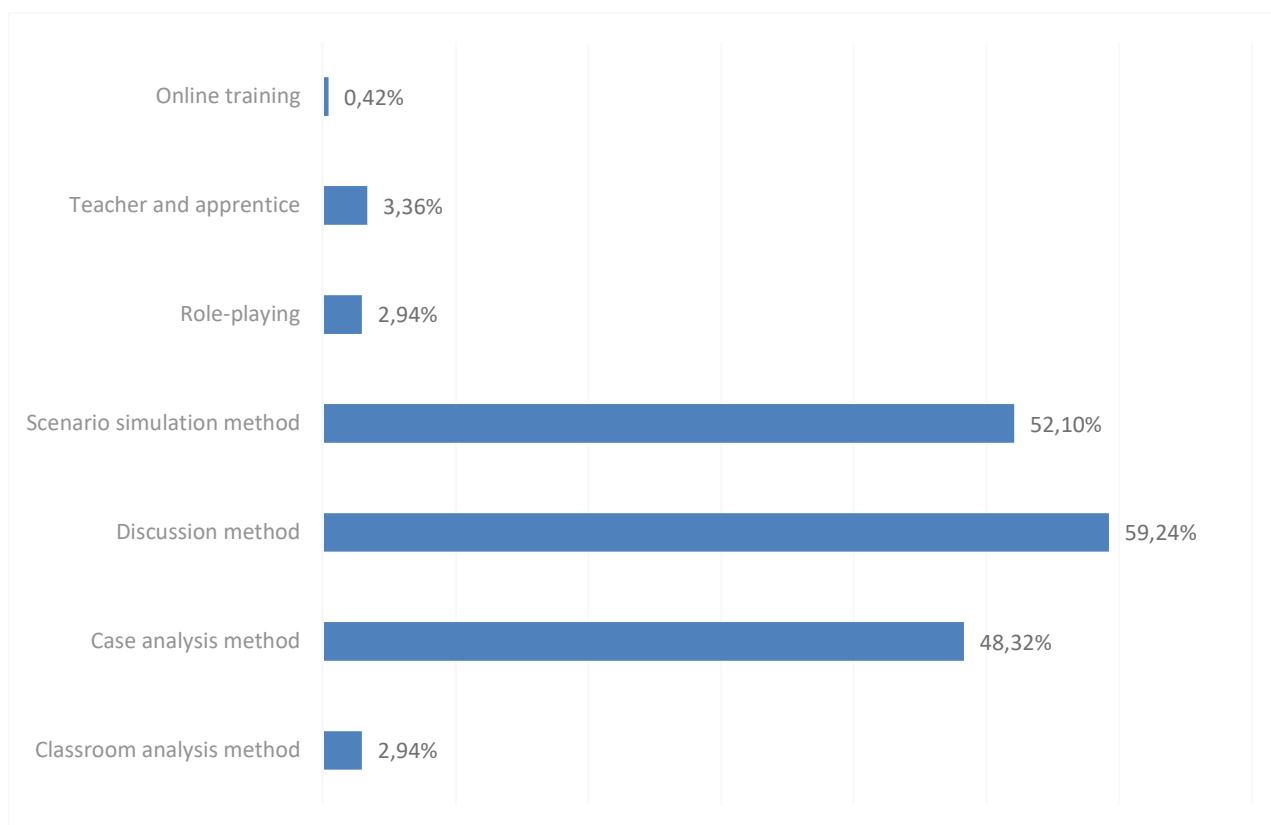


Figure 2.3 – Training method of the Company

Source: formed by the author

Training way is relatively single, not according to the actual training content and personnel different adjustment and change, this may make the training lack of interest, monotonous, lack of flexibility, not well mobilize staff learning motivation, learning interest so only passive to accept knowledge, lead to learning effect is not ideal, the role of training can not play.

Table 2.4 - Investigation method of training effect

option	number of people	ratio
Questionnaires and interview inquiries were made	7	2.94%
A questionnaire survey was conducted	229	96.22%
I asked me face to face	2	0.84%
Did not make a return visit	0	0%

Source: formed by the author

The title of question 4 is " Does the C company chain store have a detailed staff training plan every year?". The result of the questionnaire survey was that 93.7% thought that the company's training work was planned, but it was not detailed. It shows that the employee training system of the enterprise is not perfect, the lack of planning, the training work is arbitrary, the implementation is not enough, and the quality and effect of the training cannot be guaranteed. The topic of question 11 is " Is there a survey of the training effect after the training?"As can be seen from Table 4, more than 90% of the participants in the questionnaire chose to return the results of the training only through the questionnaire. It shows that company C did not strictly follow the training system in accordance with the actual training work, the training result evaluation was insufficient, the training content was not effectively evaluated, the training effect evaluation and conversion were ignored, and the effect of training was not understood in detail, and the form was single.

There is no complete training process and detailed training plan, and the relevant notice of training is not timely, so that employees can know the training arrangement temporarily, the time is fast, and will occupy their personal time. It may make employees think that the training is arbitrary, and the knowledge and skills learned may be quickly

forgotten or can not be well applied to the actual work but cannot feedback, so they are unwilling to spend time to participate in the training. This also reflects that the C company does not investigate the training needs in the staff training work, and the training process is not standardized, so that the training work is a mere formality.

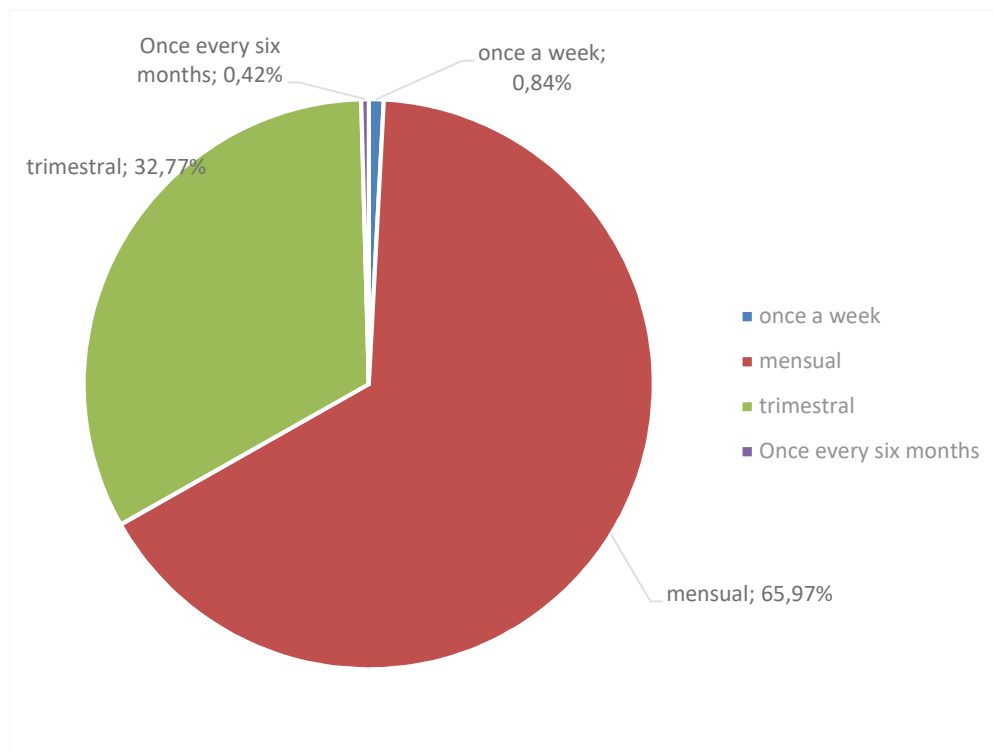


Figure 2.3 – Intention survey of employee training frequency

Source: formed by the author

The title of question 6 is "What do you think is the most appropriate frequency of training?". By collecting employees' willingness to the training frequency, we can know the acceptance of employees and arrange the training activities reasonably to avoid boredom with the training. As shown in Figure 7, 65.97% chose once a month, 32.77% chose once quarterly, 0.84% chose once a week, and 0.42% chose once every six months. It indicates that the training frequency is monthly or quarterly and acceptable. And too frequent training will lead to employees will not be able to well transform and use the training content.

The topic of question 7 is "Please choose the project that needs training most according to the requirements of job responsibilities and goals". This question adopts multiple choice answers. According to table 5, 31% of employees want to service skills

training, 29% of employees want to communicate training, 25% of employees want to sales training, 23% of employees want to sudden problem solving ability training, 19% of employees want to post skills training, 12% of employees want to training team construction.

Table 2.5 - Investigation of staff training programs

option	number of people	ratio
Job skills	46	19.33%
Service skills	75	31.51%
sales technique	60	25.21%
Language class	89	37.39%
effective communication	70	29.41%
Team construction	28	11.76%
Problem analysis and solution ability	56	23.53%
Incentive skills	37	15.55%
implementation capacity	60	25.21%
Supervision skills	43	18.07%
Team management ability	23	9.66%
Develop employee skills	38	15.97%
performance management	8	3.36%
capital operation	7	2.94%
Advanced thinking ability	4	1.68%

Source: formed by the author

It shows that for the sustainable development of human resources, enterprises should pay more attention to the cultivation of employees' personal skills and the overall team, and enhance cohesion. The stronger the awareness of the team, the lower the staff turnover rate.

Ignoring or does not pay enough attention to the opinions of the trainees, can not accurately evaluate the training needs of employees and obtain effective data and information to support the training decision, so it is impossible to develop the best training plan.

CHAPTER 3

WAYS TO DEVELOP THE ROLE OF THE ADMINISTRATION DEPARTMENT IN THE DEVELOPMENT OF GUANGZHOU METRO CORPORATION

3.1 Administrative management problems of Guangzhou Metro Corporation and cause analysis

For small company administrative work, need to balance logistics work, the problem need to timely response, quick solution, and work content miscellaneous and extensive, but everything need to seriously, organized solution, in the studio should be patient and careful and good working attitude, in order to achieve service for the company other departments of effect and dealing with daily basic problems. But on the selection and appointment, the company has appointed the introverted, delay, irritable employees, in dealing with the communication, the implementation, coordination problem, for many emergencies in the work, not to take reasonable solutions and methods, not enough analysis, find the reason and the mediation, but may aggravate the seriousness of the problem, not only did not have the desired effect, instead produce a certain reaction, cause frontline staff discontent, let others suspicious of the administrative working group work, also buried the hidden trouble in the future. Such as a front-line staff because of rent overruns quarrel with an administrative team staff, its failed to understand the situation of frontline employees, but just dark regulations, ask the superior opinion, instead without authorization, eventually even quarrel with people, cause adverse effects in the office, but also hit the frontline staff work enthusiasm, caused extremely bad influence, also caused some damage to their own image and department image, is not conducive to the future work.

For every enterprise, it is extremely important for the selection, use, education and retention of employees, so in the selection and appointment of employees should be careful, to make the best use of people, instead of killing chickens, resulting in the need

to pay higher remuneration, and employees have no use. This enterprise for its employees degree and experience is very high, often require 985,100 universities of high quality graduates, for master and higher expectations, hope to have the top 500 enterprises work experience, etc., although on the surface can improve the enterprise overall staff professional water, but actually there are many unreasonable, bring hidden trouble for employees work in the future. This kind of high requirements forced back many excellent administrative practitioners, causing the problem of administrative staff recruitment, resulting in enterprise recruitment, and even if there are willing to work may not be able to do the full use of their talents, it is difficult to display their talents. Some excellent employees cannot meet their own needs and career aspirations, which increases the recruitment cost and training cost to the enterprise, and it is not easy to find alternative employees in the short term, thus affecting the normal operation of the enterprise.

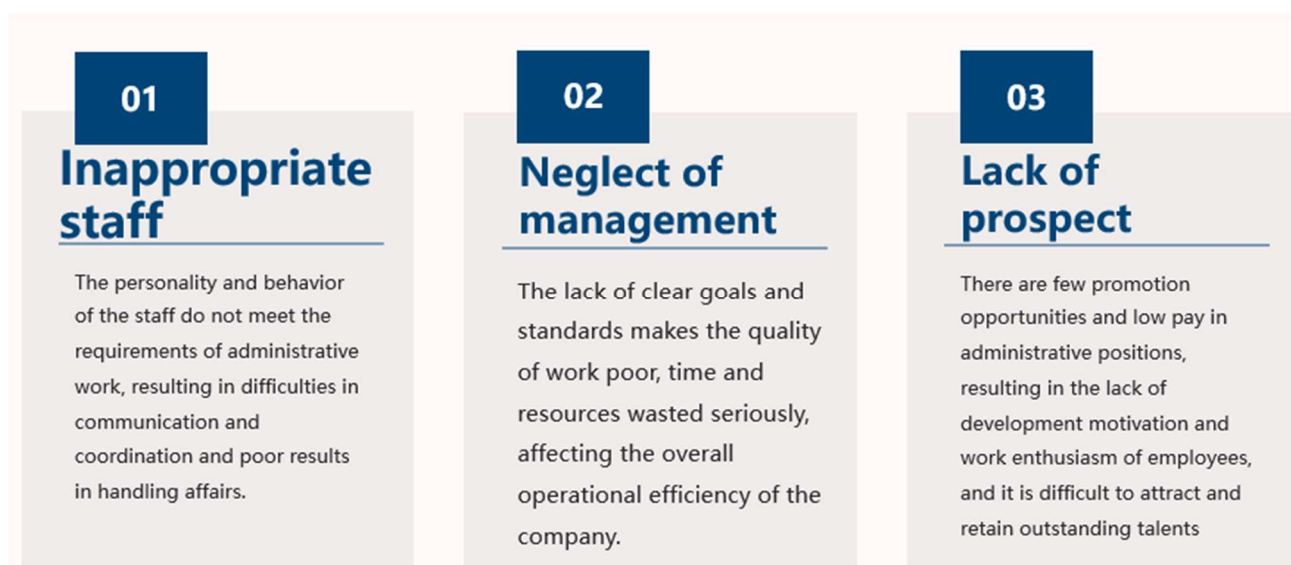


Figure 3.1 – Guangzhou Metro Problems in the administration of the company

Source: formed by the author

Modern Internet enterprises, the requirements of work is rapid response and rapid iteration, but the solution process of administrative work is still in a slow and smooth process. The enterprise's administrative work compared to other work process has been relatively slow, often problems in the work, need a long time to accept information

analysis problem given solutions ask the superior suggested implementation measures for feedback several processes, at the same time in each process node will appear due to various reasons failed to make corresponding measures, so the day unable to complete the task in time, showed the phenomenon of delay and lag. At the same time, employees will also escape and resist to the work due to their own reasons, in the face of the inquiry of the superior, deliberately work, rather than solve immediately. Enterprise practical 1: an extra job temporarily appointed by an employee makes statistics of the number of employees, the number of positions, the missing items and the use of the employee cabinet. Due to the particularity of the work, the superior requires them to complete it independently after work. In the end, the task took a month, only under the urging of the superiors, but the data was not in line with the reality. Enterprise practical 2: After the decoration, the company needs to publicize the administrative work perfectly to reflect the contribution of the administrative working group. It is necessary to make a beautiful H5 publicity map, which requires employees to complete the private events after work. Under the real-time supervision of the superior, the task took a week to complete, but the final publicity effect was mediocre.

Handle any transaction, at the same time of pay attention to the effect, more need both effect, otherwise meet the required standard, then need to secondary supplement, great waste of manpower, compared to a complete may also need more energy, will be more difficult, will face more resistance, leading to lack of confidence. In view of the above enterprises, that is, the second remedy of the first station arrangement and record is not complete enough, and the changes have not been updated in time. At the same time of implementation, I are faced with the problems that may be disgusted and resisted by employees and affect the normal work of employees. In order to reduce this negative effect, the superiors ask subordinates to implement it after work. This measure leads to negative emotions and resistance among subordinates, and its work effect is inevitably not good enough. For the enterprise practical two, after certain analysis, it is found that the superior did not have clear goals and standards, but according to the content of the subordinate work, repeatedly modify the work requirements, and at the same time added some of their own ideas, even if it is inappropriate. Therefore, subordinates can't really

implement their own ideas, has been in according to the superior suddenly an idea subordinate modified superior review superior instructions to modify the cycle, thus difficult to make a complete idea, and in the process of superiors and subordinates frequently exchange views, wasted a lot of time, and do not the expected result, performance work effect is very poor.

In general small private enterprises, the rise of positions is closely related to the value created by the individual. The contribution to the company is the ladder of appreciation, and the ability and potential displayed by the individual is the performance of a certain position that can be held. But for small company administrative jobs, basically are in burning, service others, silently doing logistics work to support other department staff, it is difficult to have the opportunity to show their talent, ability and potential, also cannot intuitively show their contribution for the development of the enterprise, formed the active is not rewarded, had than penalty situation, it is difficult to make their own achievements, also few opportunity to access to the power of the enterprise core, therefore become a promotion very difficult position. Most of the best administrative staff will eventually transfer to human resources-related positions. The leaders of the administration department of the enterprise have worked conscientiously for more than ten years, and only stay in the position of a department supervisor, leading four grass-roots employees. Thus it can be seen that the difficulties and opportunities of the administrative management position promotion of the enterprise are slim. This is unfair for young people with ideals and aspirations, and also unreasonable for the fairness of promotion opportunities. It is not conducive to the career development of employees themselves, and also loses the attraction of the basic position of the enterprise, which is ultimately detrimental to the development of the enterprise business.

Reasonable complete performance appraisal is the core of enterprise management, effective performance appraisal system for the company's administrative management efficiency is crucial, now the social development situation, there are still some enterprises in the employee performance appraisal, the way is still more traditional, the various aspects of the appraisal also tend to be fuzzy general, cannot comprehensive consideration of employee's personal behavior, whose personal subjective emotions still

occupy a large proportion in the appraisal process, how the staff work intensity and work efficiency of real objective reflected in the assessment results, the implementation process is still difficult. The performance appraisal process is that for a suitable job, attractive remuneration is one of the essential elements, and it is almost the most important aspect of employees to choose the enterprise and position. Therefore, it is particularly important to pay a reasonable and attractive remuneration and adopt a scientific salary calculation method, which determines the work enthusiasm of employees to a very large extent. The remuneration of the enterprise is generally composed of the position fixed salary + performance pay + bonus. Due to the low rank of administrative work, and almost no performance pay, there is almost no possibility of bonus, so the low remuneration is at the lowest level in the company. At the same time, because there is no promotion opportunity, there are very few salary changes. This salary system does not have the effect of stimulating and motivating employees, and it also leads to the lack of attractive positions, resulting in difficult recruitment and retention of employees.

3.2 The role of the administration department in the development of enterprises

In the traditional sense, enterprise administrative work is to ensure the normal operation of enterprises, maintain daily order, solve environmental problems, and serve other organizations. This kind of work has the obvious characteristics of logistics service, Basic basic work, Most of the work is about communication and coordination with the grass-roots staff, Solve some small problems that employees encounter in their work related to the object of administrative work management, Ensure that all employees in the enterprise have a healthy and comfortable working environment, Establish the external image of the enterprise, Constitute the one needed for a superior corporate culture, And promoting employees to develop efficient working and living habits, Give some benefits to motivate employees, At the same time, formulate a scientific and reasonable administrative regulations to impose certain constraints on employees, To

avoid its interference to the normal operation of the enterprise or cause economic or material losses, Play a role in solving problems, supervising employees and maintaining the environment. In the traditional sense, the measurement of work value is determined based on the output value data, technical content and creativity of work, but in the view of most enterprises, administrative work neither has the ability to produce any actual material, nor has too high technical content, and almost does not need any creativity. Therefore, it is difficult for the administration department to generate direct income that can be measured by the output value or currency for the enterprise like the production department or the sales department, nor can it provide difficult technical work for the enterprise like the finance department and the technology department. Because of this characteristic of administrative work, the value generated is basically added value, which cannot be measured by actual data, nor can it give an objective, reasonable and fair evaluation of this work content, and the final work value shown by the administrative work is limited.



Figure 3.2 – Reasons for the administrative management problems of Guangzhou Metro company

Source: formed by the author

The administration department does not affect the enterprise's decision-making.

For every enterprise, even all departments and employees to develop healthily, they must make scientific, reasonable and objective decisions according to the macro environment and objective conditions, as a certain guiding condition, based on which to choose the appropriate development path. In the decision-making process of an enterprise, the suggestions of each department will affect the final decision result of the enterprise. At the same time, this result also has a profound impact on each department, which is guiding and supporting for the construction of each department, and is of great significance. On the other hand, only the senior management team, production, technology, finance, market and other organizations have the decision-making power. At the same time, the administration department is not a non-core department, but generally only acts as a staff officer. The task is generally to maintain and ensure the operation, and the decision power is only controlled by the hands of the enterprise leaders. Due to the different reference points and priorities of the management and administration department for the future of the enterprise, the administration department can make a plan suitable for the future of the company in time, and may lose the due space to play. In this case for a long time, the administration department began to have decision suggestion power to the enterprise, thus the department can only follow the overall rhythm, unable to meet the demand of internal construction and reform, also can't make the department development according to the advanced system, unable to show the importance of work, and in every decision almost all role, such effect, this process eventually form a vicious circle, lead to the administrative department decision effect is lower, eventually gradually disappear. Organizations without decision-making power are often easy to be ignored by enterprises, and ultimately unable to fully show their actual energy and become a foil.

Company's administrative system and the conflict of other departments. The management system of each department goes on in its own way. Departments to develop department management system, to department own interests as a starting point, ignore the company overall team cooperation importance, the lack of each department management system of global concept, the management system focus on the

maintenance of their department interests, damage the interests of the company, and the administrative system must start from the company, rather than in the service of a department, this will inevitably lead to the administrative management system and the daily work of the departments. Resulting in the system cannot be implemented down. It affects the overall administrative management efficiency.

The company's stage goals are not clear. First of all, the company's stage positioning is not clear. The work objectives of each department of the company are not clear, and it is impossible to formulate the actual administrative management system according to the actual situation of the company at the present stage. Secondly, the phased goals set by the leadership of the company are frequently changed, and the main leadership of the company lacks reasonable judgment on the company's market positioning, resulting in frequent changes in the phased work goals, resulting in the uneven distribution of the work content of various departments, which greatly increases the difficulty of administrative management. Third, the Marketing Department research is not in-depth enough. The Marketing Department of the company's understanding of the market investigation is on the surface, unable to provide real market survey data for the leadership of the company with reference. The company's task layout is always moving forward in groping and summing up experience in failure. Copy the administrative management model of party and government institutions. Many small and medium-sized enterprises in China are affected by the planned economy and society. As a typical enterprise in northeast China, Company C has strong administrative management characteristics under the planned economy system, and a considerable proportion of the employees in the company have a heavy style. Its specific performance in the process of work, according to the company in the industry position in the industry and the actual development status. Therefore, the company's administrative managers float, paper talk and other disadvantages, which greatly inhibit the positive and optimistic working attitude of enterprise employees, but also caused a considerable degree of waste of enterprise resources, simply cannot promote the improvement of the overall efficiency of the enterprise.

Each departments in the enterprise work, need to according to a certain goal and

guidance to implement, so to orderly progress, this goal is usually the goal after the decision, general production enterprise is to meet the demand of production conditions, production as the main guidance, capital, technology, and manpower, respectively from financial, marketing strategy, logistics services, various aspects to coordinate and help, promote the project development, solve the problem to face, set the company's ability to achieve the desired goal. In the face of different goal orientation is, support the object and supported object in dynamic change, so each department has the opportunity to become the core of the target, but the administrative department almost no autonomy, but according to the work content of other departments, corresponding determine their own work target, must real time according to the requirements of the leading target and department to change the content of the work, no systematic work process, is not conducive to maintain the stability of the business for a long time. For this kind of work has no leading role, after employees can only adjust at any time, unable to make a systematic work, under the influence of this effect, difficult to play personal real level, thus difficult to show the role of the department and itself, staff personal ability have no chance to exercise and performance. Due to the characteristics of the work, the leading role of the department will hardly have the chance of presentation or its weak.

The administration department lacks a complete system.

The understanding of the administrative position responsibilities is not in place

In the company, the administrative staff does deal with many, complicated and small things every day. And some employees are only satisfied with being the assistants of the leaders at the level of daily affairs, But not being a qualified staff member, In the company's operation idea, management mode, enterprise appearance, culture and employment strategy, Neither do they have their own ideas and opinions, Just dealing with it, Without thinking deeply about the essence of the administrative work and the results that should be achieved, The analysis of the work is not comprehensive, unreasonable, and not advanced, At work was only to understand the surface of the event, Thinking that it is enough to simply convey the orders of the leader and complete the tasks assigned by the leader, But not being able to communicate efficiently, Handling problems without careful thought, Unable to reach the expected goal. And the

administrative personnel can not implement the management regulations and work requirements in the actual work, no independent thought, dare not innovate, lack of momentum. Employees will appear to the responsibility of the wrong, thinking is too simple, quickly complete the task as the only work target, but not of the world, handle things mechanically, not scruples others thoughts and emotions, don't know the perspective-taking, talk, proud, embarrassed or sad, he don't know the reflection, eventually lead to the door, face ugly, difficult department, make tension, sword. This due to the lack of deep understanding and thinking of the work, also led to the administrative work changed flavor, the biggest characteristic is eager and success, for some need to spend events slowly perfect affairs but impetuous, eager to get results, lead to a lot of tasks just barely finish, even if there is a lot of progress space. On the contrary, for too simple affairs act at will, lazy, slack to face, in addition to deal with a little better thing began to show off, take credit, please reward, annoying. These lack of deep understanding of the job responsibilities lead to extremely negative work consequences.

With systematic, holistic working mode and process, can greatly improve the efficiency and effect of processing affairs, save enterprise resources and staff time, improve the satisfaction of the service object, but need to invest to work of systematic construction, so easy to be general enterprise ignored or not completely established success. The enterprise administrative department of the current management system, relatively lack of systematic, embodied in two aspects: (1) no classification of specific affairs, processing personnel is according to their own task for random allocation, resulting in each employee task more trivial, multifarious, and when dealing with the same type of affairs, employees have no specific reasonable processing basis, greatly reduce the efficiency and effect of processing affairs. At the same time, employees do not record, share and learn the process of handling similar incidents, which is not conducive to the accumulation and development of work experience.(2) no guidance for special transaction processing way of system, employees in dealing with simple but not common problems often appear unable to timely independently take reasonable and timely measures, need to report to the superior and ask for advice, this process sometimes consume relatively long time, and will disturb the superior work rhythm, cause superior

and lower contradictions and deal with the problem of low efficiency.

The administration department is not valued.

From the perspective of the enterprise, the investment in the core departments of the enterprise can quickly obtain reports and accelerate the development process of the enterprise, so that it is easy to ignore the investment and construction of the administration department and the human resources department. For small enterprises, they can only see the surface effect of administrative work, that is, the role of service and logistics support. They believe that the administration department is only doing some simple work, and there is no need to invest resources to help them develop or develop the department for the time being, but ignore the implicit role of the administrative department to adjust and optimize. In the case of sufficient resources, the appropriate joint construction of core departments and administrative departments can play the role of one plus more than two to complement the shortcomings of the barrel effect. A sound and excellent administration team can help enterprises to establish a tall and perfect external image, beautiful and comfortable environment, uniform acting system, unity and efficient working atmosphere, help other departments to greatly improve work efficiency and work satisfaction, quickly and efficiently solve any problem [6]. Subjectively speaking, if the administrative work can be done to the extreme, the benefits will be unlimited. Of course, the administrative department cannot exist alone, and it needs to develop independently from the enterprise. It seems that administrative work itself is very ordinary, which is determined by the characteristics of administrative work itself. These work seems to be very simple, but it is indispensable and requires extremely high emotional intelligence and patient input, which is the invisible value of administrative work. It only takes a few hours for enterprises without an administrative department to be paralyzed, which is the biggest manifestation of the value of administrative work. Often small enterprises do not realize this problem, just pay attention to output value and profit, the understanding of administrative work and lag.

The rights and responsibilities of the administration department are not equal.

From the objective and fair point of view, the rights and responsibilities of the

administrative department employees of the enterprise are obviously unequal. As a department facing all the staff of the whole company, the work of the department will be supervised by all people. Due facing all the staff of the whole enterprise, every small problem that is not handled well may cause certain waves and adverse effects, and the transmission of information will be very rapid and extensive. In terms of power, the power that the administration department can use is almost the smallest in the whole company. It needs to take into account all aspects and cannot be used at will. It often needs to make repeated and persistent negotiations with others on a problem. In terms of responsibility, the administrative department has the most extensive scope of responsibility. It needs to pay attention to every position of the whole company and every employee needs to be dealt with in a timely and perfect manner, otherwise it may cause complaints or criticism, and then the administrative personnel will suffer top-down criticism or even punishment. In addition, for some problems involving the middle-level and above leaders of the company, the way and process of handling are limited to a large extent, which is not convenient to travel the responsibilities of their own positions, but also need to be treated with caution. Therefore, the distribution of rights and responsibilities of the administration staff is in a serious unequal position.

The shortage of resources in the administration department.

On the construction of the organization and the optimization of the business, dare to as a team leader, sufficient resources, advanced ideas and concept is short of one cannot, only in the three at the same time, coordinate under the premise of unified planning, is likely to achieve the expected goal, so from the understanding and support of enterprise top is very important. The manager of the administration department of the company once shared his understanding of administrative work and career goals, and tried to achieve this goal, trying to build the administration department of the enterprise to the upper middle level. Her ideas, opinions and goals are very constructive, in line with the current state of the company, and can greatly solve the disadvantages accumulated by the administrative department and promote the further development of the company. In the end, due to the limited organizational resources and power, and the enterprise in the development period, the senior executives were not willing to invest in

this aspect, which eventually led to the termination of the project in the planning stage. Without the support of enterprise resources, the optimization and construction of the administration department and the optimization of the business are limited to a large extent.

3.3 Ways to improve the role of the administration department in the development of enterprises

The formulation and implementation of enterprise development strategy and decision-making are closely related to the development of the enterprise. Therefore, it is necessary to comprehensively view the status quo and role of various departments in the whole enterprise. On this basis, it is necessary to make the administrative department become a reference factor to participate in the strategy and decision-making process. Due to the long-term commitment to the construction and maintenance of enterprise environment and culture, to a certain extent, the administration department can put forward more professional, constructive, practical and in line with the current situation of the enterprise in the construction of enterprise environment and culture and the world. Enterprise environment under the planning of the administration department it will greatly improve employees to their job satisfaction, promote the company's professional initiative and work performance, show the dynamic enterprise culture and atmosphere, for outside talent also has a higher appeal, help enterprises to introduce advanced talents, promote the development of enterprise better. Actively solicit suggestions from various departments, including the administrative departments, and carry out reasonable and appropriate use, which is conducive to the correct planning, good implementation and steady development of the enterprise strategy.

Enterprise resources and management power is one of the elements to ensure the normal operation of enterprises, in the daily allocation of resources and lower power at the same time should be fair, reasonable, appropriate, to ensure that each department, and personnel can have enough power and resources to complete their goals, rather than make the power and resources of libra tilt to a person and cause waste or loss of

resources. The operation of an enterprise revolves around the allocation and utilization of resources, and the effective operation of a business practice not only depends on the quantity and quality of the resources it has, but also depends on the efficiency of its use. The former is a necessary condition for the production and operation of the enterprise, but the unreasonable use of resources can not make the enterprise enter the best working state, while the latter is the key to maintain the sustainable and stable development of the enterprise. At the same time, the distribution of power should be maintained balanced. In principle, every department should be treated equally, and it should be adjusted according to actual needs to avoid the abuse of power or the absence of any power to exercise their own responsibilities.



Figure 3.3 – Improvement method

Source: formed by the author

Enterprises should abide by the principle of applicability in the selection and appointment of personnel, that is, let the right people do the right things. Therefore, after combining the nature and characteristics of administrative work, when selecting administrative employees, the main personality characteristics and experience of employees should be considered, and the secondary factors should be educational

background and working ability. Dawes McGohrig's X theory assumes that the average human nature is laziness, with less work being better, and may escape work. Most people may not care about the purpose of the collective (company, organization, organization, etc.), so the manager has to take external measures such as force, punishment of threats, guidance, and economic interests to stimulate the source of work. Most people lack initiative and are only willing to accept work under guidance, so managers must put pressure on them. The Y theory assumes that people are as physically and mentally devoted to work as they invest in entertainment and free time, that work is necessary and means that, for most people, they do not dislike work. For ordinary people, while meeting their own requirements, even without the threat of external pressure and punishment, they will try their best to meet their expectations, that is, people have the ability of self-supervision and self-supervision. People are willing to work hard for their collective goals and try their best to innovate. People hope to gain a sense of identity in their work and will consciously abide by the rules. According to the actual work, it is found that for the administrative staff, introverted, selfish people, usually show strong X theory description; instead, cheerful, willing to contribute, have the characteristics of Y theory, under appropriate conditions, they are not only willing to accept the responsibility on the work, and will pursue greater power. At the same time, the sense of achievement can set out from the staff enthusiastic work passion, to meet the personal internal needs.

Therefore, in the appointment of administrative personnel, they should actively refer to their personality characteristics, experience, and appoint outgoing and helpful people. They should have experience in service work, such as volunteers, volunteer teaching, public welfare activities, such as or those who are willing to engage in service work. At the same time, the requirements of educational background, major, age and gender should be reasonably reduced within a controllable scope, so as to give suitable personnel more opportunities to join the enterprise.

The incentive for employees should be one of the work that every manager must do well. For administrative employees, the incentive method adopted is basically the same as that adopted for ordinary employees, but there are also some areas that need

special attention. The hierarchy of needs theory divides the complex human needs into five levels. Maslow believes that a high level of needs can be an important determinant of behavior only by partially meeting lower-level needs. Seven requirements are good. When the need to be basically satisfied at the current level, the program becomes the driving force to find the next level of needs. However, the gradual increase in this level of demand is not a "whole" or "no" law, but a law that will be 100 percent met before the next demand arises. In fact, under normal circumstances, most people in the company partially meet all the basic needs.

For the administrative staff, The work it will face is complex and repetitive, So their main level of need should be their physical needs: getting enough wages, Ensure appropriate consumption levels; Safety needs: to ensure the stability of the work, Managers should not let them bear too much pressure and responsibility; The need for love and belonging: for an extroverted person, Keep a friendly attitude with them, Reduce criticism and punishment; The need for respect: treat all work, High and equal, Reduce discrimination; Self-realization needs: adopt a more encouraging and praised work guidance and assessment attitude, Maintain a positive attitude and confidence at work. In our day-to-day operations, we need a positive attitude, satisfaction and willingness to help our employees meet their individual self-fulfilling needs such as achievement, gratitude, rewarding work, growth and development opportunities. Providing these factors creates greater incentives for managers, such as pay rewards, improved interpersonal relationships, and superior work conditions for positive work performance that employees can achieve. In this regard, it is necessary to simultaneously achieve reasonable wages and make appropriate adjustments to the characteristics of the employees. The motivation is focused on this: open reward standards, fair pay, and reward standards to make employees aware of why others are rewarded. Avoid losing their effect, if not announced, will praise and reward, to public praise and reward. At the same time, the attitude of reward must be sincere, not excessive, not arbitrary commitment, and should not be forgotten over time, otherwise the impact of reward will be greatly reduced.

At the same time, arouse the enthusiasm of people, in order to meet the demand

of the depth and effectiveness of incentive, pay attention to the temptation of material and work interests and other external factors, need to pay attention to, should pay more attention to the work of the organization, advantages, their conditions, have the opportunity to develop and promote, pay attention to those who show the spirit of encouragement, admiration and recognition. The importance of this basic incentive becomes increasingly apparent as working years increase. Moreover, the assumption that administrative needs are met, the need for realization, the necessity for rights and the need for society are the three most important needs of man and, under certain conditions, pursue excellence according to the appropriate objectives. You should be encouraged to work hard for your success. In our daily operations, most of us are unable to undertake challenging tasks in our work, but we are not afraid of failure, set goals that are not difficult to achieve and cannot achieve, take risks, and deal with risks in a realistic way. Work is not dependent and luck. However, we need to be good at facing and solving problems. Actively promote your personal work responsibilities, but get clear and timely feedback on what they do.

According to the characteristics of the job, employees should have the consciousness to become a candle to burn themselves, illuminate others, and correctly understand the characteristics of the work and their own responsibilities. That is, let the administrative employees have this kind of cognition: if the administrative work is compared to a line, it is to play a role in the thread, matchmaking. Due to the service function of administrative work, the content of administrative work within the organization is complex and single, which needs to be explained in detail. The main task is to promote the coordination and communication between departments, ensure the better development of the production, finance, technology and sales departments, and do a good job in the work of all departments, production, finance, technology and other departments. The sales department can do their job well without worrying about the future. Administrative work itself has three major functions: one is the coordination function. The coordination function of administrative work is mainly reflected in the daily work communication, which needs to communicate with people, solve their questions, and reduce the contradiction between people and things within the enterprise.

Second, the management function of administrative work is mainly reflected in the rules and regulations. There are strict rules and regulations for both logistics support and office supplies procurement. What administrators need to do is implement the relevant rules and regulations to ensure that the business environment is in good condition. The third is the service function, the service function of administrative work mainly reflects to ensure a good working environment, to ensure that all employees can work smoothly in a comfortable and safe environment. Give full play to the three major functions of coordination, management and service of administrative work, and make its role and role in the organization more prominent. Coordinate and promote the communication and cooperation between departments, ensure the smooth office environment of the enterprise, manage the administrative service work in an orderly manner, maintain the normal office order of the enterprise, so that the administrative work is needed for service. Departments don't have to worry about their work.

Every employee has an idea of personal development and wants to think that everything is fine. At the same time, starting from the particularity of the enterprise, the management will draw a career blueprint according to the reality of all employees' general career planning, so as to show the future direction of career development. With enough energy, it is best to develop a development plan suitable for each employee. In daily conversations, when evaluating their achievements, employees should establish their career development goals, clarify their strengths and weaknesses, foster strengths and avoid weaknesses, and set realistic goals and ways to achieve their goals to support their career planning. Suggest that you do your best to cultivate and cultivate them. It is unwise to address specific ideas and needs, rather than educating or training them, for employees.

CONCLUSIONS

Through the in-depth study of the administrative management problems of company, this paper aims to comprehensively analyze the current situation of company in staff recruitment, training, incentive, work supervision and assessment, management system formulation and implementation from the perspective of the nature and content of human work. Through research, we found that there are many problems in the administrative management of company, such as improper employment, lack of development prospects, loose management, etc., which seriously affect the company's operation efficiency and the work enthusiasm of employees.

In view of these problems, this paper starts from the enterprise level, the manager level and the employee level, and puts on the perspective of administrative management. First of all, at the enterprise level, Company should re-examine and formulate relevant systems of administrative management to ensure the scientificity and rationality of the system, and at the same time strengthen the publicity and training of the system to ensure that every employee can understand and abide by it. Secondly, at the management level, Company needs to improve the management level of managers, strengthen the training and supervision of managers, and ensure that they can treat each employee fairly and fairly. At the same time, it should also pay attention to the working status of employees and provide necessary support and help. Finally, at the employee level, Company should strengthen the incentive for employees and stimulate their work enthusiasm and creativity by providing competitive salary, promotion opportunities and training opportunities.

In addition, Company should also pay attention to the development and growth of employees, and provide rich career development paths and training opportunities for employees, so that employees can get continuous growth and promotion within the company. At the same time, Company should also pay attention to the working environment and culture of employees, and create a positive, healthy and harmonious working atmosphere, so that employees can give full play to their talents in a good environment.

Through the research on the administrative management of Company company, this paper hopes to provide some suggestions for Company to optimize the administrative management mode and methods, and also hopes that these studies can provide reference and help to the administrative management of other small and micro enterprises at home and abroad. We believe that, through continuous optimization and innovation, the administrative management level of the company will be significantly improved, and the company's operational efficiency and employee job satisfaction will also be greatly improved.

In the modern society where the timing of entrepreneurship breaks out, the number of various entrepreneurial small and micro enterprises is growing rapidly, and these enterprises also need certain financial services to support the financial operation of enterprises. Therefore, similar to company and other enterprises that are committed to the research and development of small and micro enterprises financial software also have broad development prospects, full of fierce competition. From the perspective of administrative management, this paper comprehensively analyzes the current situation and existing problems of administrative management of company, and puts forward targeted improvement strategies, which are as follows.

The administration department of the company has problems that the character and behavior of the employees do not meet the requirements, and the education and experience requirements are inappropriate. The reasons for these phenomena are the lack of understanding of the nature of the position and the lack of analysis of the character of the employees, thus forming inappropriate recruitment requirements and conditions. Due to the high educational requirements of recruitment and the lack of correct recognition of the position, the lack of recruitment methods leads to the recruitment of suitable employees for the position, which leads to the dilemma of low work efficiency and poor work effect of the employees in the administrative department of Company. In this paper, the management methods of the administrative department mainly take the right, the allocation of power and resources, determine the reasonable incentive way, strengthening the management of the employee work, planning the career goals, and encouraging the employee innovation, to optimize the management of the administrative

department.

Every employee has an idea of personal development and wants to think that everything is fine. At the same time, starting from the particularity of the enterprise, the management will draw a career blueprint according to the reality of all employees' general career planning, so as to show the future direction of career development. With enough energy, it is best to develop a development plan suitable for each employee. In daily conversations, when evaluating their achievements, employees should establish their career development goals, clarify their strengths and weaknesses, foster strengths and avoid weaknesses, and set realistic goals and ways to achieve their goals to support their career planning. Suggest that you do your best to cultivate and cultivate them. It is unwise to address specific ideas and needs, rather than educating or training them, for employees.

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APPENDIX