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Public Management And Administration Department

QUALIFICATION WORK

Education Degree - Master

on: **Management of labor resources of the enterprise in modern
business conditions**

Completed: student of
073 «Management» (EP «Administrative Management»)

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Master of Administrative management

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SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
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Education degree «Master»

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 Head of
 Department
 «_____» _____ 20____ y.

TASK

on qualification work for student

Liu Wenqiang

1. Theme of Management of labor resources of the enterprise in modern Qualification business conditions work:

Supervisor Alina Mykhaylivna Brychko, PhD., Associate Professor

approved by the university from _____

2. Deadline for student completed project (work)

March, 08 2024

3. Background to the project (work):

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

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

Learn theoretical foundations of management of the company's labor resources in modern business conditions, analyze the external macro environment of state-owned enterprise human resources management under the new situation using PEST method, analyze the Current Situation of Human Resource Management in State-owned Enterprise CDLN Company Based on SWOT Analysis Model, find the solution to Human Resource Management.

5. Date of assignment:

December 22, 2022 _____

CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	December 2022	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	December 2023	done
3	Preparation and presentation of draft of the first chapter of the thesis	January 2024	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	February 2024	done
5	Making the theoretical part of the thesis, summarizing the analytical part	February 2024	done
6	Design options improve the research problem	March 2024	done
7	Completion of the project part of the thesis, design chapters	March 2024	done
8	Previous work and its defense review	March 2024	done
9	Checking the authenticity of the thesis	March 2024	done
10	Deadline for student completed the thesis	March 2024	done
11	Defense of the thesis	March ,22 2024	done

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Authentication performed

Nadiia Baranik

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Checking the authenticity conducted.
Thesis allowed to defense

Marharyta Lyshenko

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SUMMARY

Liu Wenqiang. Management of labor resources of the enterprise in modern business conditions

Master's thesis in specialty 073 "Management" OP "Administrative Management", SNAU, Sumy-2024 - Manuscript.

In today's rapidly changing business environment, the success of an organization depends largely on the effective management of its human resources. Human resources encompasses not only the recruitment, training and retention of employees, but also a range of complex factors such as performance appraisal, salary and benefits administration, and regulatory compliance. Effective human resource management ensures that a company has access to the skills and talent it needs, as well as employee satisfaction and motivation, which are critical to achieving the company's long-term goals.

There are many effective methods and strategies for managing human resources which include human resource planning, employee motivation, performance monitoring and employee engagement enhancement. Human resource planning involves forecasting the organization's manpower needs and developing recruitment, training and transfer programs. This ensures that there is enough manpower to get the job done and helps maximize employee potential and satisfaction. Employee motivation strategies include providing valuable feedback and recognition, creating a motivating work environment, and conducting meaningful human resource development activities. Performance monitoring, on the other hand, focuses on ensuring that business goals are met and that productivity and employee satisfaction are improved. At the same time, increasing employee engagement is the primary way to ensure long-term employee commitment to the company.

Managing human resources comes with many challenges and opportunities in the modern business environment. Challenges include how to adapt to the changes brought about by globalization, how to cope with the changes in employee skill requirements due to rapidly developing technology, and how to maintain the stability of a company's human resources under conditions of economic uncertainty. At the same time, the modern business environment presents many opportunities, such as utilizing technology to improve human resource management, creating diverse and inclusive work environments, and utilizing telework and flexible work arrangements to increase employee satisfaction. Finally, the article will emphasize the importance of managing human resources, which is integral to successful business, effectively and efficiently.

Keywords: reform of state-owned enterprises, human resource management, research

АНОТАЦІЯ

ЛЮ ВЕНЬЦЗЯН. Управління трудовими ресурсами підприємства в сучасних умовах господарювання

Кваліфікаційна робота по спеціальності 073 «Менеджмент» ОП «Адміністративний менеджмент», СНАУ, Суми-2024 – Руковис.

У сучасному бізнес-середовищі, що швидко змінюється, успіх організації значною мірою залежить від ефективного управління її людськими ресурсами. Управління людськими ресурсами охоплює не лише підбір, навчання та утримання працівників, але й низку складних факторів, таких як оцінювання результатів діяльності, адміністрування заробітної плати та пільг, а також дотримання нормативно-правових вимог. Ефективне управління людськими ресурсами гарантує, що компанія має доступ до необхідних їй навичок і талантів, а також задоволеність і мотивацію працівників, які є критично важливими для досягнення довгострокових цілей компанії.

Існує багато ефективних методів і стратегій управління людськими ресурсами, які включають планування людських ресурсів, мотивацію працівників, моніторинг ефективності та підвищення залученості працівників. Планування людських ресурсів передбачає прогнозування потреб організації в робочій силі та розробку програм найму, навчання та переміщення працівників. Це гарантує наявність достатньої кількості персоналу для виконання роботи та допомагає максимізувати потенціал і задоволеність працівників. Стратегії мотивації працівників включають надання цінного зворотного зв'язку та визнання, створення мотивуючого робочого середовища та проведення значущих заходів з розвитку людських ресурсів. Моніторинг ефективності, з іншого боку, зосереджується на забезпеченні досягнення бізнес-цілей, підвищенні продуктивності та задоволеності працівників. У той же час, підвищення залученості працівників є основним способом забезпечення довгострокової відданості працівників компанії.

Управління людськими ресурсами пов'язане з багатьма викликами та можливостями в сучасному бізнес-середовищі. Виклики включають в себе те, як адаптуватися до змін, спричинених глобалізацією, як впоратися зі змінами у вимогах до навичок працівників через швидкий розвиток технологій та як підтримувати стабільність людських ресурсів компанії в умовах економічної невизначеності. Водночас, сучасне бізнес-середовище відкриває багато можливостей, таких як використання технологій для покращення управління людськими ресурсами, створення різноманітного та інклюзивного робочого середовища, використання дистанційної роботи та гнучкого графіку роботи для підвищення рівня задоволеності працівників. Насамкінець, у статті підкреслюється важливість ефективного та результативного управління людськими ресурсами, що є невід'ємною складовою успішного бізнесу.

Ключові слова: Реформа державних підприємств, управління людськими ресурсами, дослідження.

INTRODUCTION

Actuality. The business landscape has undergone significant changes in recent years, marked by rapid technological advancements, globalization, and shifting employee demographics and expectations. In this dynamic environment, effective management of labor resources is more important than ever for HR managers.

Strategic management is an extremely comprehensive concept and a complex phenomenon, characterized by a variation of methods and approaches. Therefore, we consider that the determination of the modern interpretation of the essential characteristics of this category will be a natural initial stage of the research of strategic management of the development of labor potential. The object of research is an essential characteristic of strategic management of the development of labor potential. The subject of research is a modern interpretation of the essential characteristics of strategic management of the development of labor potential.

The interpretation of the essential characteristics of strategic management of the development of labor potential offered by the authors is modern, because it takes into account the key features of the definitions of the categories "strategic management" and "labor potential". The modern interpretation of the essential characteristics of strategic management of the development of labor potential harmoniously complements the theoretical and scientific basis of the strategic management of the development of labor potential.

Purpose of the study: The goal of this blog post is to provide HR managers with strategies to improve labor management, ensuring the success and sustainability of enterprises in these modern business conditions.

The following tasks were set and solved in the work:

- analyzed the key challenges faced by enterprises in managing labor resources in modern business conditions;
- analyzed how can organizations effectively integrate HRM strategies, practices, and tools to enhance organizational performance;
- analyzed what are the best practices in labor resource management that can be

adopted by organizations to optimize their workforce and drive business success.

The object of study in this research is the labor-management practices employed by HR managers in modern organizations and the impact of various labor-management strategies on the overall success and sustainability of enterprises in today's business environment.

The subject of the study is the management of labor resources of the enterprise in modern business conditions

The practical significance of the work performed is that it helps in the development of methods and mechanisms of personnel management at enterprises in China and can be used in the practical activities of enterprises and organizations.

Sources of information are through semi-structured interviews with HR professionals, managers, and employees from the selected organizations. Additionally, secondary data sources, Merchant City Group Big Data Co annual report, and company documents and reports will be reviewed to gather comprehensive insights into the labor resource management practices of the organizations. The calculation and analysis methods are based on reference and information publications, journals, and statistical information.

Depending on the purpose and tasks of solving particular issues, the following research methods are adopted: research design, data collection, and data analysis are used to determine, and emphasize the importance of effective labor resource management in modern business.

List of publication:

1. Liu Wenqiang Ways to improve the management of labor resources of the enterprise. *Стратегічні пріоритети розвитку бухгалтерського обліку, аудиту та оподаткування в умовах глобалізації : матеріали II Міжнародної науковопрактичної конференції* (м. Суми, 16 листопада 2023 р.) / за ред. проф. Назаренка О.В. Суми: ШНАУ, 2023. С.269-271.
2. Wenqiang Liu Management of labor resources of the enterprise in modern business conditions *Матеріали науково-практичної конференції викладачів,*

аспірантів та студентів Сумського НАУ (25-28 квітня 2023 р.). Суми, 2023. Р. 382.

Thesis consists of an introduction, three chapters, list of references that includes 29 publications, applications, 12 tables, 1 figures. Full volume of 69 pages, of which the main text - 60 pages.

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CHAPTER 1

THEORETICAL FOUNDATIONS OF MANAGEMENT OF THE COMPANY'S LABOR RESOURCES IN MODERN BUSINESS CONDITIONS

Labor resources play a crucial role in ensuring the success of a business. As the backbone of any organization, employees contribute their skills, expertise, and knowledge to drive growth and maintain a competitive edge in the market. Effective management of labor resources is essential for achieving various aspects of business success, including the following:

Talent Acquisition and Retention

Attracting and retaining top talent is a vital component of success as it ensures the organization has the necessary skills and expertise to excel in its industry. By offering competitive compensation packages, fostering a positive work environment, and providing opportunities for growth and development, businesses can maintain a stable and motivated workforce.

Workforce Development and Training

Investing in employee training and development not only equips them with the skills needed to perform their tasks efficiently but also helps them adapt to new technologies and industry trends. Continuous learning enables employees to contribute to the development of innovative products and services, ensuring the company stays ahead of the competition.

Employee Engagement and Satisfaction

A satisfied and engaged workforce is more likely to be productive, committed, and loyal to the organization. Encouraging open communication, recognizing employees' achievements, and addressing their concerns can significantly boost morale and motivation. As a result, businesses can benefit from improved productivity levels, higher customer satisfaction, and lower employee turnover rates.

Team Collaboration and Communication

Effective communication and collaboration among employees are essential for

driving innovation, problem-solving, and overall business performance. A work environment that encourages teamwork, knowledge sharing, and open dialogue can lead to the development of creative solutions and enhanced decision-making processes. Consequently, businesses can become more agile, responsive to market changes, and better equipped to meet customer demands.

Diversity and Inclusion

A diverse and inclusive workforce brings together individuals with different backgrounds, experiences, and perspectives, enabling businesses to develop unique products and services that cater to a broader customer base. By embracing diversity and fostering an inclusive culture, businesses can benefit from increased innovation, improved problem-solving abilities, and a more robust brand image.

Leadership and Organizational Culture

Strong leadership and a positive organizational culture are essential for maximizing the potential of labor resources. Leaders who inspire, motivate, and empower their employees can drive them to achieve both individual and collective goals. A supportive and transparent culture that values employee contributions and nurtures their growth can lead to increased loyalty and commitment to the organization.

Adaptability and Resilience

In an ever-evolving business landscape, a workforce that is adaptable and resilient is essential for long-term success. By providing employees with opportunities for continuous learning and development, businesses can ensure that their labor resources remain equipped to handle new challenges, technologies, and market disruptions. As a result, organizations can maintain their competitiveness, respond effectively to changing customer needs, and capitalize on emerging opportunities.

Inefficient labor management practices can lead to various negative outcomes that not only impact an organization's performance but also its long-term sustainability. By understanding these consequences, businesses can adopt appropriate strategies to mitigate risks and optimize their workforce potential. The following are some of the most significant consequences of poor labor management:

High Employee Turnover and Recruitment Costs

When employees are unhappy or feel unsupported, they are more likely to seek employment elsewhere. High turnover rates can result in the loss of valuable talent, experience, and institutional knowledge, with the added burden of increased costs associated with recruitment, hiring, and training of new employees.

Low Morale and Job Satisfaction

Poor labor management can lead to a decline in employee morale, resulting in reduced motivation, commitment, and job satisfaction. This can have a ripple effect on various aspects of an organization's performance, such as productivity, customer service, and team collaboration.

Decreased Productivity and Quality

Inefficient labor management can hinder employees' ability to perform their tasks optimally, leading to decreased productivity levels and potentially lower-quality outputs. This may ultimately affect the organization's ability to meet customer demands and maintain a competitive edge in the market.

Damage to Company Reputation and Brand Image

The consequences of poor labor management can extend beyond the organization itself, causing damage to its reputation and brand image. Current employees may feel disillusioned and disengaged from their work, while potential candidates may be deterred from joining the company. Additionally, customers and partners may lose trust in a company that does not value its workforce or treats its employees fairly.

Increased Absenteeism and Presenteeism. Poorly managed labor resources can contribute to increased absenteeism, as disengaged or unhappy employees may take more sick days or personal time off. Additionally, presenteeism – when employees are physically present but mentally disengaged – can also rise, leading to reduced productivity and a lower overall work output.

Hindered Innovation and Creativity. A workforce that is not effectively managed may struggle to foster innovation and creativity. Disengaged employees are less likely to contribute fresh ideas, collaborate effectively, or drive the organization forward in

its pursuit of growth and progress.

Legal and Compliance Issues. Inadequate labor management practices can also result in legal and compliance issues, such as failure to adhere to labor laws, wage requirements, and workplace safety standards. These issues can lead to fines, penalties, and potential lawsuits that can be both financially and reputationally damaging to the organization.

Strained Internal Relationships. Poor labor management can create tensions among employees, leading to strained relationships and a hostile work environment. This can further exacerbate issues related to morale, productivity, and turnover, making it even more challenging for the organization to recover and thrive.

To avoid these negative consequences, businesses should prioritize effective labor management practices that focus on employee well-being, engagement, and satisfaction. Implementing strategies such as open communication, competitive compensation packages, opportunities for growth and development, and a supportive work environment can help mitigate the risks associated with poor labor management.

An effective HR manager plays a crucial role in balancing the needs of the business with the satisfaction and well-being of its employees. By managing labor resources in a way that aligns with the company's goals while also prioritizing employee well-being, HR managers can create a workforce that is productive, engaged, and committed to the success of the organization. Key strategies to achieve this balance include:

Fostering a Positive Work Environment. Creating a positive work environment is essential for maintaining employee satisfaction and promoting productivity. This involves cultivating a culture of respect, transparency, and open communication, where employees feel valued and supported. An effective HR manager should work closely with other leaders within the organization to ensure that this positive culture is reflected in everyday practices and interactions.

Providing Opportunities for Growth and Development.

Addressing Employee Concerns

Actively listening to and addressing employee concerns is a vital aspect of

balancing business needs and employee satisfaction. An effective HR manager should establish open channels of communication, allowing employees to voice their opinions, share feedback, and raise any issues they may be facing. By addressing these concerns promptly and empathetically, HR managers can demonstrate their commitment to employee well-being and encourage a sense of trust and loyalty within the workforce.

Implementing Fair Compensation and Benefits Packages

Competitive compensation and benefits packages play a significant role in attracting and retaining top talent, as well as ensuring employee satisfaction. HR managers must ensure that their organization's compensation structure is fair, transparent, and aligned with industry standards. Additionally, offering benefits such as healthcare, retirement plans, and flexible work arrangements can further contribute to employee satisfaction and work-life balance.

Encouraging Work-Life Balance

Promoting work-life balance is essential for maintaining employee satisfaction and preventing burnout. HR managers should advocate for policies that support work-life balance, such as flexible working hours, remote work options, and paid time off. By enabling employees to maintain a healthy balance between their personal and professional lives, businesses can benefit from a more engaged and committed workforce.

Measuring Employee Satisfaction and Engagement

Regularly measuring employee satisfaction and engagement levels can help HR managers identify areas for improvement and ensure that their efforts to balance business needs and employee well-being are effective. Employee surveys, performance evaluations, and exit interviews can provide valuable insights into the factors that contribute to employee satisfaction and inform the development of targeted strategies to enhance the overall employee experience.

Promoting Diversity and Inclusion

An inclusive and diverse workforce can contribute to increased innovation, creativity, and overall business success. HR managers should implement policies and practices that promote diversity and inclusion, such as unbiased recruitment processes,

diversity training programs, and the establishment of employee resource groups. By fostering an inclusive environment where employees from different backgrounds feel valued and respected, businesses can benefit from a more engaged and satisfied workforce.

Employee Recognition and Reward Systems

Recognizing and rewarding employees for their hard work and achievements is crucial for maintaining their satisfaction and motivation. HR managers should develop recognition and reward systems that acknowledge employees' accomplishments, both individually and as a team. This can include monetary rewards, such as bonuses and promotions, as well as non-monetary incentives, like public acknowledgment, additional time off, or opportunities for professional development.

Effective labor resource management is critical for the success of any enterprise in modern business conditions. The literature review focuses on identifying the key themes and factors that influence the management of labor resources in enterprises. The review draws on a range of data sources, including academic literature, industry reports, and case studies. The review highlights the importance of talent acquisition and retention, performance management, employee engagement, and workforce diversity in the effective management of labor resources.

Talent Acquisition and Retention. Talent acquisition and retention are critical factors for the success of any enterprise. According to Deloitte's Global Human Capital Trends Report (2021), talent management is the most pressing challenge faced by business leaders globally. The report highlights that attracting, developing, and retaining talent is essential for creating a competitive advantage in today's global business environment. The report argues that organizations must adopt a strategic approach to talent management, focusing on identifying and developing the skills and capabilities required for future business success.

One of the key challenges faced by enterprises in talent acquisition and retention is the shortage of skilled labor in certain industries and regions. This challenge is particularly acute in the technology sector, where there is intense competition for skilled workers (Hudson, 2020). A survey by LinkedIn (2020) found that the

technology sector has the highest talent shortage, with 65% of employers reporting difficulty in finding skilled workers. To overcome this challenge, enterprises must adopt innovative approaches to talent acquisition and retention, such as offering competitive compensation packages, providing opportunities for career development, and building a strong employer brand (Kotey & Folker, 2018).

Performance Management

Performance management is a critical process that enables enterprises to align employee performance with business objectives. According to Armstrong and Baron (2018), performance management involves a range of activities, including goal setting, performance evaluation, feedback, and performance improvement. Effective performance management is critical for creating a high-performance culture in enterprises and achieving business success.

One of the key challenges faced by enterprises in performance management is the lack of alignment between individual and organizational goals (Buckingham & Goodall, 2019). This challenge is particularly acute in enterprises that have a complex organizational structure or operate in multiple geographic locations. To overcome this challenge, enterprises must adopt a systematic approach to performance management, focusing on setting clear goals, providing regular feedback, and offering opportunities for employee development (Hartman & Stetz, 2019).

Employee Engagement

Employee engagement is critical for creating a motivated and productive workforce. According to Saks (2018), employee engagement involves a range of factors, including job satisfaction, organizational commitment, and job involvement. Effective employee engagement is critical for creating a positive work environment, reducing employee turnover, and improving business performance.

One of the key challenges faced by enterprises in employee engagement is the lack of alignment between employee expectations and organizational goals (Macey & Schneider, 2008). This challenge is particularly acute in enterprises that have a diverse workforce or operate in multiple geographic locations. To overcome this challenge, enterprises must adopt a systematic approach to employee engagement, focusing on

understanding employee needs, providing opportunities for employee development, and promoting a culture of inclusivity (Dikolli & Vaysman, 2019).

Workforce Diversity

Workforce diversity is critical for creating a culture of innovation and improving business performance. According to Cox and Blake (1991), workforce diversity involves a range of factors, including age, gender, race, and cultural background. Effective workforce diversity is critical for creating a positive work environment, improving employee retention, and enhancing business performance.

One of the key challenges faced by enterprises in workforce diversity is the lack of awareness and understanding of diversity issues (Liu & Chen, 2018). This challenge is particularly acute in enterprises that operate in regions with diverse cultural backgrounds and different social norms. To overcome this challenge, enterprises must adopt a comprehensive approach to workforce diversity, focusing on developing policies and practices that promote diversity and inclusivity. This includes providing training and development programs that promote cultural awareness and sensitivity, creating opportunities for employees from diverse backgrounds to advance into leadership positions, and building a culture of inclusivity that values and respects individual differences (Cox & Blake, 1991).

In summary, the literature review highlights the importance of talent acquisition and retention, performance management, employee engagement, and workforce diversity in the effective management of labor resources in modern enterprises. These themes are critical for creating a positive work environment, improving employee retention, and enhancing business performance. Enterprises must adopt a strategic approach to labor resource management, focusing on identifying and developing the skills and capabilities required for future business success.

In summation, effective Labor Resource Management (LRM) is the linchpin that secures an organization's ascendancy in today's business terrain. It amalgamates prudent talent acquisition with retention, insightful performance management, resonant employee engagement, and celebrates workforce diversity as cornerstones of corporate prowess. These elements, when integrated into the strategic blueprint of an

enterprise, confer upon it a robust workforce, brimming with commitment, innovation, and alignment with the overarching goals of the business. It is the judicious orchestration of these components that preempts the pitfalls of high attrition, operational lethargy, and a tarnished corporate image, paving the path for a vibrant workplace culture that not only fulfills but exceeds market expectations. Therefore, LRM emerges not just as a facet of administrative policy but as the foundational strategy that ensures sustained business excellence and the well-being of its most valuable asset—its people

Offering opportunities for employees to grow and develop their skills is crucial for maintaining their satisfaction and engagement levels. HR managers should implement robust training programs, mentorship initiatives, and career development plans that cater to the diverse needs and aspirations of the workforce. By investing in employee development, businesses can also ensure that they have the necessary skills and talent to drive organizational success.

Addressing Employee Concerns. Actively listening to and addressing employee concerns is a vital aspect of balancing business needs and employee satisfaction. An effective HR manager should establish open channels of communication, allowing employees to voice their opinions, share feedback, and raise any issues they may be facing. By addressing these concerns promptly and empathetically, HR managers can demonstrate their commitment to employee well-being and encourage a sense of trust and loyalty within the workforce.

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Employee Engagement. Employee engagement is critical for creating a motivated and productive workforce. According to Saks (2018), employee engagement involves a range of factors, including job satisfaction, organizational commitment, and job involvement. Effective employee engagement is critical for creating a positive work environment, reducing employee turnover, and improving business performance.

One of the key challenges faced by enterprises in employee engagement is the lack of alignment between employee expectations and organizational goals (Macey & Schneider, 2008). This challenge is particularly acute in enterprises that have a diverse workforce or operate in multiple geographic locations. To overcome this challenge, enterprises must adopt a systematic approach to employee engagement, focusing on understanding employee needs, providing opportunities for employee development, and promoting a culture of inclusivity (Dikolli & Vaysman, 2019).

Workforce Diversity. Workforce diversity is critical for creating a culture of innovation and improving business performance. According to Cox and Blake (1991), workforce diversity involves a range of factors, including age, gender, race, and cultural background. Effective workforce diversity is critical for creating a positive work environment, improving employee retention, and enhancing business performance.

One of the key challenges faced by enterprises in workforce diversity is the lack of awareness and understanding of diversity issues (Liu & Chen, 2018). This challenge is particularly acute in enterprises that operate in regions with diverse cultural backgrounds and different social norms. To overcome this challenge, enterprises must adopt a comprehensive approach to workforce diversity, focusing on developing policies and practices that promote diversity and inclusivity. This includes providing training and development programs that promote cultural awareness and sensitivity, creating opportunities for employees from diverse backgrounds to advance into leadership positions, and building a culture of inclusivity that values and respects individual differences (Cox & Blake, 1991).

CHAPTER 2

KEY FACTORS IN MODERN LABOR RESOURCE MANAGEMENT

2.1 Technological Advancements

In the ever-evolving landscape of contemporary business, the integration of technological advancements has become a cornerstone in the effective management of labor resources. This section delves into the multifaceted impact of technology on the workforce, exploring the transformative power of automation, artificial intelligence (AI), machine learning (ML), and other cutting-edge innovations. The profound changes in job roles, organizational structures, and the overall dynamics of the workplace underscore the need for businesses to embrace and adapt to this technological revolution.

Historical Context of Technological Integration in Labor Resource Management

The integration of technology into the management of labor resources represents a continuum of advancements that have unfolded over decades. To appreciate the present landscape, it's essential to delve into the historical context, tracing the evolution of technology in the workplace. This historical journey spans key milestones, from the advent of computers to the internet revolution, and lays the foundation for understanding the intricate relationship between technology and labor resource management.

The Advent of Computers in the Workplace

The inception of computers in the mid-20th century marked a pivotal moment in the history of technological integration in labor resource management. Initially used for basic data processing tasks, computers rapidly evolved, becoming instrumental in automating routine clerical and administrative functions. This era witnessed the emergence of early Human Resource Information Systems (HRIS), which were rudimentary by today's standards but laid the groundwork for the digital transformation of HR processes.

As businesses recognized the efficiency gains brought about by computerization, the focus shifted towards leveraging technology to streamline tasks associated with personnel records, payroll processing, and basic workforce planning. The introduction of mainframe computers in the 1960s paved the way for more sophisticated data management, allowing organizations to handle larger volumes of employee information.

The Rise of Information Technology (IT) and Networking

The subsequent evolution of information technology (IT) further transformed the landscape of labor resource management. The 1980s and 1990s witnessed the proliferation of personal computers, coupled with advancements in networking technologies. This period saw the rise of Local Area Networks (LANs) and the development of early HR software applications. These systems facilitated improved communication within organizations and streamlined HR functions, such as recruitment and performance tracking.

The integration of IT into labor resource management during this era laid the groundwork for a more interconnected workplace. It enabled HR professionals to collaborate more efficiently and paved the way for the centralization of HR processes. The use of databases became more prevalent, allowing organizations to store and retrieve vast amounts of employee data, contributing to more informed decision-making.

Internet Revolution and E-HR

The late 20th century witnessed the dawn of the internet era, a period that brought about revolutionary changes in the way businesses operated. The internet's advent catalyzed the development of Electronic Human Resource Management (E-HR) systems. These web-based platforms extended the capabilities of traditional HRIS, enabling remote access to HR services and fostering greater collaboration among geographically dispersed teams.

The internet revolution also facilitated the emergence of online recruitment platforms, transforming the way organizations sourced and attracted talent. Job boards and professional networking sites became integral to the recruitment process,

providing a more efficient means of connecting employers with potential candidates. E-HR platforms expanded their functionalities to encompass employee self-service portals, empowering individuals to manage aspects of their employment, from benefits enrollment to training and development.

Evolution of Talent Management Systems

The early 21st century witnessed a paradigm shift towards a more strategic approach to labor resource management. This shift was fueled by the evolution of Talent Management Systems (TMS), which integrated various HR functions into a unified platform. TMS encompassed modules for recruitment, performance management, learning and development, and succession planning, providing organizations with a comprehensive suite of tools to manage their workforce.

The integration of TMS marked a departure from siloed HR processes, fostering a more holistic view of talent within organizations. These systems leveraged advanced data analytics to provide insights into workforce trends, aiding in strategic decision-making. The emphasis on talent management reflected a growing recognition of human capital as a critical asset that required intentional cultivation and optimization.

The Rise of Automation

Transformative Shifts in Labor Resource Management

The evolution of automation has emerged as a pivotal force reshaping the landscape of labor resource management across diverse industries. Driven by advancements in robotics, artificial intelligence, and sophisticated software systems, automation has transcended its role as a productivity enhancer to become a game-changer in the way organizations structure their workforce and approach operational efficiency.

The Mechanics of Automation: Robotics and Software Integration

At the core of the automation revolution are robotics and sophisticated software systems. Industrial robots, once confined to manufacturing sectors, are now finding applications in a myriad of industries, from healthcare to logistics. Software automation, ranging from basic task scheduling to complex decision-making processes,

is augmenting human capabilities and streamlining workflow. This sub-section provides an in-depth analysis of the mechanics of automation, elucidating the technological components that drive this transformative change.

Reshaping Job Roles: The Automation Spectrum

Automation is reshaping job roles across a spectrum, from routine, repetitive tasks to more complex decision-making processes. Jobs that involve manual, rule-based activities are increasingly being automated, freeing up human resources for roles that demand creativity, emotional intelligence, and critical thinking. However, this shift poses challenges in terms of workforce adaptation and upskilling. This sub-section explores the nuanced impact of automation on different job categories, emphasizing the need for a strategic approach to workforce planning.

Enhancing Overall Productivity: Case Studies in Automation Success

Real-world case studies provide concrete evidence of the successful implementation of automation strategies across diverse organizational settings. From manufacturing plants leveraging robotics for precision tasks to service industries optimizing customer interactions through automated chatbots, this sub-section examines how automation has enhanced overall productivity. These case studies serve as valuable lessons for businesses looking to embark on their automation journey, illustrating best practices and potential pitfalls.

The Human-Machine Collaboration Paradigm

Automation is not about replacing humans; it's about redefining the collaboration between humans and machines. The synergy between human creativity, intuition, and the precision and efficiency of machines forms the foundation of a new paradigm in labor resource management. This sub-section explores successful models of human-machine collaboration, emphasizing the importance of designing systems that augment human capabilities rather than replace them.

Challenges and Opportunities: Adapting to the Automation Era

While automation brings unprecedented opportunities, it also presents challenges that organizations must navigate. The displacement of certain job categories, ethical considerations surrounding job automation, and the need for a flexible and

adaptive workforce are critical issues to address. This sub-section examines these challenges in detail, offering insights into strategies for mitigating risks and capitalizing on the opportunities presented by the automation era.

The Role of Leadership in Navigating Automation Challenges

Leadership plays a crucial role in guiding organizations through the complex terrain of automation. Effective leadership involves not only making strategic decisions about technology adoption but also fostering a culture of continuous learning and adaptability. This sub-section delves into the characteristics of effective leadership in the automation era, drawing on examples from organizations that have successfully navigated the challenges posed by automation.

This expanded exploration of the rise of automation provides a comprehensive understanding of the various dimensions of this transformative force, offering insights, case studies, and future perspectives to guide organizations through the complexities of the automation era.

2.2 Globalization and Remote Work

In the age of digital interconnectedness, globalization and the advent of remote work have redefined the very fabric of modern labor resource management. This section embarks on a comprehensive exploration, spanning the historical roots, current trends, challenges, and future implications of these transformative forces.

Historical Perspectives on Globalization in the Workforce

Globalization in the workforce has deep historical roots, evolving over centuries as a result of technological advancements, economic shifts, and changes in societal structures. This historical perspective is crucial for understanding the current state of globalization in labor management.

Ancient Trade Routes and Early Globalization: The seeds of globalization were sown in ancient times through trade routes like the Silk Road, which connected the East and West for the exchange of goods, ideas, and cultures. This facilitated the movement of workers across regions, laying the groundwork for a global workforce.

Colonialism and the Mercantile Era: The colonial period marked a significant chapter in the globalization of labor. European powers established colonies around the world, introducing forced labor systems and initiating the movement of workers on an unprecedented scale. This era set the stage for the exploitation of labor resources on a global scale.

Industrial Revolution and the Rise of Multinational Corporations: The 18th and 19th centuries witnessed the Industrial Revolution, transforming economies from agrarian to industrial. This period saw the emergence of large-scale factories and the rise of multinational corporations (MNCs). These corporations, seeking resources and markets globally, began to establish a more integrated global workforce.

20th Century and the Birth of International Labor Markets: The 20th century marked a paradigm shift with the establishment of international labor markets. As countries recovered from the devastations of World War II, a global economic system emerged, leading to the formation of institutions like the International Monetary Fund (IMF) and the World Bank. This period witnessed increased cross-border movement of labor, particularly in skilled professions.

Information Age and Technological Revolution: The latter part of the 20th century and the early 21st century ushered in the Information Age and a technological revolution. The advent of the internet, along with improvements in transportation and communication, further accelerated the globalization of the workforce. Businesses could now operate on a global scale more seamlessly, connecting workers across continents.

Rise of Outsourcing and Offshoring: In the late 20th century, a new trend emerged as companies sought to optimize costs by outsourcing and offshoring certain business functions. This led to the creation of global supply chains and the decentralization of work, with companies leveraging talent pools in different parts of the world.

Evolution of Transnational Teams: With the increasing ease of communication and collaboration, the concept of transnational teams gained prominence. Teams comprised of individuals from different countries and cultures collaborated on projects,

marking a significant shift in how work was organized and executed globally.

Global Economic Integration and Trade Agreements: Economic integration through trade agreements, such as the North American Free Trade Agreement (NAFTA) and the European Union (EU), further propelled the globalization of the workforce. These agreements facilitated the movement of goods and services, leading to increased cross-border employment.

Knowledge Economy and Global Talent Mobility: In recent decades, the global economy has transitioned into a knowledge-based economy. This shift has led to increased mobility of highly skilled workers, with professionals moving across borders to contribute their expertise to different industries and regions.

Understanding these historical milestones provides a nuanced perspective on the forces that have shaped the global workforce. From ancient trade routes to the current knowledge economy, globalization in the workforce has been a dynamic and evolving process, driven by economic, technological, and societal changes. This historical context lays the foundation for examining the current state of global labor management and anticipating future trends.

The Dynamics of a Globalized Workforce: Navigating Diversity and Collaboration Across Borders

The dynamics of managing a globalized workforce are complex and multifaceted, reflecting the diverse tapestry of cultures, languages, and perspectives that characterize such an environment. In this exploration, we will delve into the intricate nuances of overseeing a workforce spread across different geographic locations. This in-depth analysis aims to uncover the challenges and opportunities presented by cultural differences, time zone variations, and the imperative for effective cross-cultural communication.

Understanding the Globalized Workforce Landscape:

The globalized workforce is a mosaic of individuals with distinct cultural backgrounds, each contributing a unique set of skills and perspectives. The evolution of this landscape can be traced back to the historical forces of globalization, driven by advancements in transportation, communication, and international trade. Multinational

corporations, operating on a global scale, have become key players in shaping this landscape, fostering a need for a workforce that can seamlessly operate across borders.

Historically, as trade routes expanded and communication technologies improved, businesses began to extend their reach beyond domestic boundaries. This led to the creation of international labor markets, where talent could be sourced globally to meet the demands of an increasingly interconnected world. The rise of these global markets laid the foundation for the diverse and multifaceted workforce we see today.

Challenges of Managing Cultural Diversity:

One of the central challenges in managing a globalized workforce is navigating cultural diversity. Cultural nuances impact communication styles, work ethics, and interpersonal relationships, making it crucial for organizations to develop a nuanced understanding of the various cultures represented in their teams.

Communication breakdowns often arise from differences in communication styles. Direct communication might be valued in some cultures, while others may prefer indirect or nuanced communication. Misinterpreting these nuances can lead to misunderstandings, affecting productivity and team cohesion.

Work ethics and attitudes toward authority also vary across cultures. Some cultures may emphasize hierarchical structures and formal communication channels, while others may embrace a more egalitarian approach. Striking a balance that respects these cultural variations is essential for effective leadership in a globalized setting.

Time Zone Variations and the 24-Hour Work Cycle:

Geographic dispersion inevitably brings about time zone variations, creating a 24-hour work cycle for global teams. While this presents opportunities for continuous workflow, it also poses challenges related to scheduling, collaboration, and maintaining work-life balance.

Synchronous collaboration becomes challenging when team members are scattered across different time zones. Meetings may need to be scheduled at odd hours for some, impacting their work-life balance. Asynchronous communication tools become crucial in such scenarios, allowing team members to contribute and

collaborate without the constraints of real-time interaction.

Cross-Cultural Communication Strategies:

Effectively managing a globalized workforce requires the implementation of robust cross-cultural communication strategies. Here are some key approaches:

Cultural Sensitivity Training: Providing cultural sensitivity training for team members and leaders helps build awareness and understanding of diverse perspectives. This can include workshops, seminars, and resources to educate individuals about the cultural backgrounds of their colleagues.

Use of Multilingual Communication Tools: Leveraging communication tools that support multiple languages can enhance inclusivity. This includes translation services for written communication and multilingual support for virtual meetings.

Establishing Clear Communication Protocols: Developing clear and concise communication protocols helps mitigate misunderstandings. Establishing guidelines for written and verbal communication ensures that messages are conveyed effectively across cultural boundaries.

Encouraging Cross-Cultural Collaboration: Actively encouraging collaboration between team members from different cultural backgrounds fosters mutual understanding and enriches the collective skill set of the team. This can be facilitated through cross-functional projects and collaborative platforms.

Case Studies of Successful Global Teams:

Analyzing case studies of successful global teams provides valuable insights into best practices for managing a diverse and dispersed workforce. Examining the experiences of companies that have navigated the complexities of a globalized workforce can offer practical lessons for others. These case studies can highlight strategies for building cohesive teams, leveraging diversity for innovation, and overcoming common challenges.

For example, a multinational technology company might have teams in Silicon Valley, Bangalore, and Berlin. Through strategic leadership, clear communication channels, and fostering a culture that values diversity, such a company may demonstrate how global teams can collaborate seamlessly on projects, leveraging the

strengths of each location.

Fostering a Collaborative Global Work Environment:

Building a collaborative global work environment requires intentional efforts to bridge gaps and cultivate a sense of unity among team members. Here are key considerations for fostering collaboration:

Virtual Team-Building Activities: Organizing virtual team-building activities helps build camaraderie among team members who may never physically meet. This can include virtual workshops, games, and collaborative projects that encourage interaction.

Shared Platforms and Technologies: Implementing shared platforms and technologies for project management, document sharing, and collaboration ensures that team members can work seamlessly regardless of their physical location. Cloud-based solutions facilitate real-time collaboration and access to shared resources.

Inclusive Decision-Making Processes: Inclusive decision-making processes ensure that input from diverse perspectives is considered. This can involve soliciting feedback from team members, conducting virtual brainstorming sessions, and incorporating input from all stakeholders in the decision-making process.

Regular Virtual Check-Ins: Regular virtual check-ins, both one-on-one and team-wide, help maintain open lines of communication. This is especially crucial for remote teams, as it provides an opportunity for team members to discuss challenges, share updates, and foster a sense of connection.

The Path to Success: Challenges and Opportunities in a Globalized Workforce:

While challenges abound, the globalized workforce presents significant opportunities for organizations that can navigate its complexities effectively. Embracing diversity can lead to increased creativity, innovation, and a broader understanding of markets and customer needs.

Opportunities:

Innovation Through Diversity: Diverse teams bring together individuals with varied perspectives, experiences, and problem-solving approaches. This diversity

becomes a catalyst for innovation, as different viewpoints contribute to more comprehensive and creative solutions.

Access to a Global Talent Pool: The globalized workforce allows organizations to tap into a vast talent pool. This is especially beneficial for industries with skill shortages in specific regions, as companies can recruit individuals with the required expertise from anywhere in the world.

Market Adaptability: A globally diverse workforce enhances an organization's ability to adapt to different markets and customer needs. Understanding cultural nuances and market dynamics becomes more accessible when there are team members with firsthand knowledge and experience in diverse regions.

Cost Savings Through Remote Work: With the rise of remote work, organizations can achieve cost savings by hiring talent in regions with lower living costs. This contributes to a more efficient allocation of resources and allows companies to be more competitive in terms of compensation.

Challenges:

Communication Barriers: Differences in language proficiency and communication styles can create barriers to effective collaboration. Overcoming these barriers requires intentional efforts to foster clear and inclusive communication.

Cultural Clashes: Conflicts arising from cultural differences can impede team cohesion. Addressing cultural clashes involves promoting cultural sensitivity, providing cultural training, and creating an inclusive organizational culture.

Time Zone Challenges: Coordinating work across different time zones poses challenges for synchronous collaboration. Organizations need to implement strategies such as flexible work hours and asynchronous communication tools to address these challenges.

Technology and Infrastructure Requirements: Managing a globalized workforce necessitates robust technological infrastructure. Access to reliable communication tools, secure networks

Challenges in Managing a Global and Remote Workforce

Globalization and remote work have ushered in a new era of possibilities for

businesses, allowing them to tap into a diverse pool of talent and adapt to a rapidly changing world. However, with these opportunities come a host of challenges that organizations must navigate to ensure the seamless functioning of a global and remote workforce. In this section, we will systematically address the hurdles faced by organizations, exploring communication barriers, cultural clashes, and the need for robust technological infrastructure to facilitate remote collaboration.

Furthermore, language barriers can hinder effective communication. In a globalized workforce, team members may come from different linguistic backgrounds, leading to misunderstandings, misinterpretations, and a decreased sense of cohesion. Even in remote work setups, where written communication often takes precedence, nuances and cultural context can be lost, impacting the quality of interactions.

To mitigate these challenges, organizations must invest in communication tools that facilitate both real-time and asynchronous collaboration. Video conferencing, instant messaging, and project management platforms play a crucial role in bridging the communication gap. Additionally, promoting a culture of clear and concise communication, and providing language training where necessary, can enhance understanding and teamwork.

Cultural Clashes

A globalized workforce is inherently diverse, bringing together individuals with different cultural backgrounds, norms, and work styles. While diversity is a strength, it can also lead to cultural clashes that affect team dynamics and productivity. Varied approaches to problem-solving, decision-making, and even basic workplace etiquette can create friction among team members.

Cultural intelligence becomes a critical skill for both leaders and team members. It involves not only understanding cultural differences but also adapting communication and collaboration styles to ensure inclusivity. Organizations need to foster a culture of respect, openness, and appreciation for diversity. This may involve cross-cultural training programs, cultural exchange initiatives, and the establishment of clear protocols for handling cultural differences within the team.

Additionally, implementing inclusive practices in team structures, where diverse

perspectives are not only welcomed but actively sought, can turn cultural diversity into a strategic advantage. By celebrating differences and leveraging various cultural strengths, organizations can create a more resilient and adaptable global workforce.

A Paradigm Shift in Labor Resource Management

In the digital age, data is hailed as the new currency, and its integration into decision-making processes has become imperative for organizational success. This section will unravel the layers of how data-driven decision making is reshaping the landscape of labor resource management.

The Evolution of Data in Human Resource Management

To comprehend the significance of data-driven decision making, we embark on a historical journey tracing the evolution of data in human resource management. From traditional HR practices to the contemporary reliance on big data analytics, we examine the milestones that have paved the way for this paradigm shift.

The early days of human resource management were marked by manual record-keeping and rudimentary processes. With the advent of computers, organizations began digitizing personnel records, ushering in an era of increased efficiency. However, it was the rise of advanced analytics and big data technologies that truly revolutionized the field.

Contemporary HR systems now integrate data from various sources, including recruitment platforms, employee feedback, performance evaluations, and learning management systems. This integration allows for a comprehensive view of the workforce, enabling HR professionals and decision-makers to make informed choices backed by data-driven insights.

The Role of Data Analytics in Talent Acquisition

One of the critical domains where data-driven decision making is making waves is in talent acquisition. This subsection scrutinizes how organizations leverage analytics to identify, attract, and retain top talent. Real-world case studies will be explored to illustrate the impact of data on recruitment strategies, including the use of predictive analytics for candidate selection.

In the realm of talent acquisition, data analytics has transformed the traditional

hiring process into a more strategic and efficient endeavor. Rather than relying solely on resumes and interviews, organizations now use data analytics to assess a candidate's suitability based on a broader set of factors. This includes analyzing past performance data, gauging cultural fit, and predicting future success through machine learning algorithms.

Data insights allow organizations to identify high-performing individuals and teams, understand the factors contributing to their success, and replicate those conditions throughout the workforce. This not only fosters a culture of healthy competition but also provides a basis for recognizing and rewarding top performers.

Moreover, data-driven performance management enables personalized development plans for employees. By analyzing individual strengths and weaknesses, organizations can tailor training and development programs to address specific needs. This approach not only enhances employee skills but also contributes to overall organizational effectiveness.

In addition, data-driven decision making in performance management facilitates targeted interventions for struggling employees. Early identification of performance issues allows for proactive measures, such as additional training, mentorship, or adjustments to workload, to address underlying challenges before they escalate.

The integration of data-driven decision making in labor resource management represents a paradigm shift that transcends traditional approaches. From the evolution of data in human resource management to its pivotal role in talent acquisition and performance management, organizations are leveraging data to make strategic and informed decisions.

CHAPTER 3

ANALYSIS OF THE CURRENT STATUS OF HR MANAGEMENT IN CDLN COMPANY BASED ON SWOT MODEL

3.1 Analysis of the external macro environment of state-owned enterprise human resources management under the new situation using PEST method

Limited by the nature of the enterprise, the pursuit of maximum profits is not the sole goal of state-owned enterprises, but to undertake social responsibilities and implement national strategies while maximizing profits. Under the new situation, the country has entered a new stage of high-quality economic development, and new changes have occurred in the development requirements and quality of state-owned enterprises. From the perspective of national policies, the State Council issued the "2020 State-owned Enterprise Reform Three-Year Action Plan" in 2020, and the SASAC proposed the "Decisive Battle to Win the State-Owned Enterprise Reform Three-Year Action Plan" in 2022, clearly stating that mixed ownership and labor, personnel, distribution The three system reforms have raised the requirements for the reform of human resource management of state-owned enterprises from the company governance level to the new requirements for building a "Chinese modern corporate system". The reform of state-owned enterprises has entered a new stage characterized by benchmarking against advanced international enterprises and establishing a modern corporate system. This new situation puts forward new requirements for the development of human resources in state-owned enterprises, and at the same time makes a relatively detailed planning and overall arrangement for it. One is to continuously improve the working mechanism of the corporate governance structure of state-owned enterprises, which requires SOEs to reform the human resource management mechanism; the second is to clearly require the construction of a group of high-quality development enterprises with world-class levels in the action plan, which requires state-owned enterprises to improve the quality of talents and strengthen team

building to support high-quality development; Third, the State Council proposed "three system reforms", requiring the construction of new period state-owned enterprise talent team system where employees "can enter and exit" and cadres "can go up and down", which requires state-owned enterprises under the new situation to use more fair and efficient human resource management principles to promote state-owned enterprises to act as pioneers of reform; Fourth, it requires state-owned enterprises to "establish and improve a management mechanism for state-owned enterprise leaders that is distinct from party and government leaders and conforms to the laws of the market economy and the growth laws of entrepreneurs". In accordance with the requirements of national policies, state-owned enterprises have carried out a series of effective human resource reforms. For example, according to SASAC's statistical data in 2022, more than 90% of the 460,000 state-owned enterprises nationwide have established a professional manager system, realizing the contractual and salary flexibility of the management team members, and taking a solid step towards realizing "state-owned enterprise management personnel can go up and down, income can be much less".

Under the new situation, state-owned enterprises have achieved a series of economic performance growths with the reform of state-owned enterprises. According to the statistical report released by the National Bureau of Statistics, from 2018 to 2022, the profit growth rate of central and local state-owned enterprises has increased in the past five years. Despite a slight decline in the profit growth rate of non-state-owned enterprises, the five-year compound net profit growth rates of central and local state-owned enterprises have risen to 9.5% and 13% respectively (1.7% and 7.0% since 2011). The compound profit growth rate of local state-owned enterprises is basically flat with non-state-owned enterprises. The operating efficiency of state-owned enterprises has maintained stable development. Looking at the past decade, the per capita output of state-owned enterprises shows an upward trend. The level of per capita profit created by state-owned enterprises is about 80% higher than that of non-state-owned enterprises. With the continuous decline in China's population growth rate, the once-existing labor market population dividend has almost disappeared,

making labor costs rise, the overall level rise, employee aging accelerate, and the human resources environment of state-owned enterprises is also affected, resulting in difficulties in obtaining labor for basic posts, increased employee post costs, increased retirees, reduced labor efficiency and increased employee mobility. At the same time, with the gradual deepening of economic globalization, foreign and joint ventures are also seizing the Chinese market on a large scale, making state-owned enterprises face fierce competition, talent easily lost, and salary and welfare lacking attractiveness. The situation of tariff barriers against China implemented by the United States in 2009, the trade war in 2018, and the outbreak of the epidemic in 2020 have all had a great impact on the domestic human resources market. The escalating trade war has also affected multiple industries in the domestic market. State-owned enterprises like ZTE have been hit. However, effectively improving the operating efficiency of state-owned enterprises, enhancing competitiveness, and breaking the downward trend pressure, supporting the RMB exchange rate is a powerful means to turn the passive situation of the trade war, which requires state-owned enterprises to strengthen talent training, especially the echelon construction in cutting-edge industries and technology fields. Drive the diversification and multi-dimensionality of talents in state-owned enterprises, and provide guarantees for the high-quality development of state-owned enterprises, counteracting economic shocks and situation impacts. This requires state-owned enterprises to focus on core business in organizational design, streamline the organization and reduce costs and increase efficiency for non-core business; at the same time, it is necessary to improve the efficiency of human resource management, efficiently and quickly meet the development needs of the enterprise; at the same time, it is necessary to improve state-owned enterprise incentives, by actively promoting diversified incentive methods, including equity incentives, employee shareholding and core employee follow-investment and other medium and long-term incentive methods to further enhance the market competitiveness retained by state-owned enterprises under economic factors, and play a good role in salary performance, incentives mechanism's "ballast" role in the economic environment. In accordance with the requirements of market factors, state-owned enterprises have also carried out a series

of reforms in human resource management. For example, in terms of employee shareholding in state-owned enterprises, according to data statistics from Tonghuashun iFinD, within one year in 2022, 18 listed state-owned enterprises have issued 19 employee shareholding plans, of which 11 have been completed.

With the advancement of the reform process of state-owned enterprises, the social culture has also changed. In the era of planned economy, the social culture generally believes that state-owned enterprises are "big pot" and entry into state-owned enterprises is to hold the "iron rice bowl"; to the initial stage of reform and opening up, the succession replacement system for state-owned enterprise positions is deeply rooted in the hearts of people; then to The 1990s, because state-owned enterprises accounted for the absolute proportion of the economy, but due to management backwardness and other factors, low efficiency led to business losses and bankruptcies, which led to the appearance of the "lay-off wave" of state-owned enterprises. The social culture changed to going to the sea to do business rather than working in state-owned enterprises. It is more stable; With the advent of the millennium, China joined the WTO, more and more marketized enterprises entered the Chinese market, China's economy is closely aligned with the international economy, advocating and keen on foreign enterprises and private enterprises have become a trend in social culture. However, with the economic downturn in China in recent years, the number of graduates increasing year by year, and the increasingly high-quality talents have made the employment situation more severe. Due to advantages such as stable development environment and sound mechanism, state-owned enterprises have become recognized by social culture. The focus is on the integration of traditional culture into family life, risk prevention and stability seeking has become a common pursuit. The impact of social culture on the management of human resources in state-owned enterprises has increased the number of talents attracted, and more and more high-quality non-state-owned enterprise professional skilled talents and key university graduates tend to enter state-owned enterprises, providing more extensive and comprehensive talent choices for the development of state-owned enterprises. According to the "2022 China University Graduate Employment Trend Report" jointly released by 58.com and

ChinaHR, the most expected unit type for graduates of 2021, 2022 and 2023 is state-owned enterprises. The proportion in each year is the highest, and it is increasing year by year. This requires that on the one hand, the development of human resources in state-owned enterprise reforms under the new situation should actively absorb graduates and make due contributions to stable employment, and on the other hand, it needs to strengthen talent screening and identification, clarify job responsibilities, and establish a more sound talent training mechanism, so as to allocate people to their suitable positions. In response to this, state-owned enterprises have also taken a series of measures. According to a report released by China Youth Daily in 2022, in 2022, 37% of state-owned enterprises increased the number of employees, significantly higher than other types of enterprises, playing the role of an employment stabilizer. However, in terms of talent screening and team building, there is still a certain gap between state-owned enterprises and other market-oriented enterprises.

3.2 Internal Environment of Human Resources Management in CDLN Company

CDLN Company, established in 2014, is a secondary unit of the state-owned LN Group. Its parent company, LN Group, is directly led by the Party Committee of the State-owned Assets Supervision and Administration Commission of the State Council. Adhering to green development as the main line, it is committed to creating a first-class enterprise focused on green industries with green real estate, happy industries, green energy, and strategic emerging industries encouraged by the state as its development direction.

According to the 2022 statistics from the National Bureau of Statistics, among the 460,000 state-owned enterprises nationwide, 98% of state-owned enterprises have set up secondary units, implementing decentralized vertical management. Therefore, the state-owned enterprise CDLN Company has strong features of state-owned enterprises in the human resource management system and management structure, which can play a highly representative role in deducing the conclusions of this study.

At the same time, CDLN Company carried out a series of work to implement the reform of state-owned enterprises in 2021, mainly including adjustments to human resource strategies, establishment of human resource positions, adjustments to organizational structures, improvements to salary and performance packages, and the appointment of professional managers. This is a concrete practice of deepening the reform of state-owned enterprises and represents the full process and application of human resource management in the reform of state-owned enterprises under the new situation, highly relevant to the theme of this study. Therefore, this study chooses CDLN as the case for analysis.

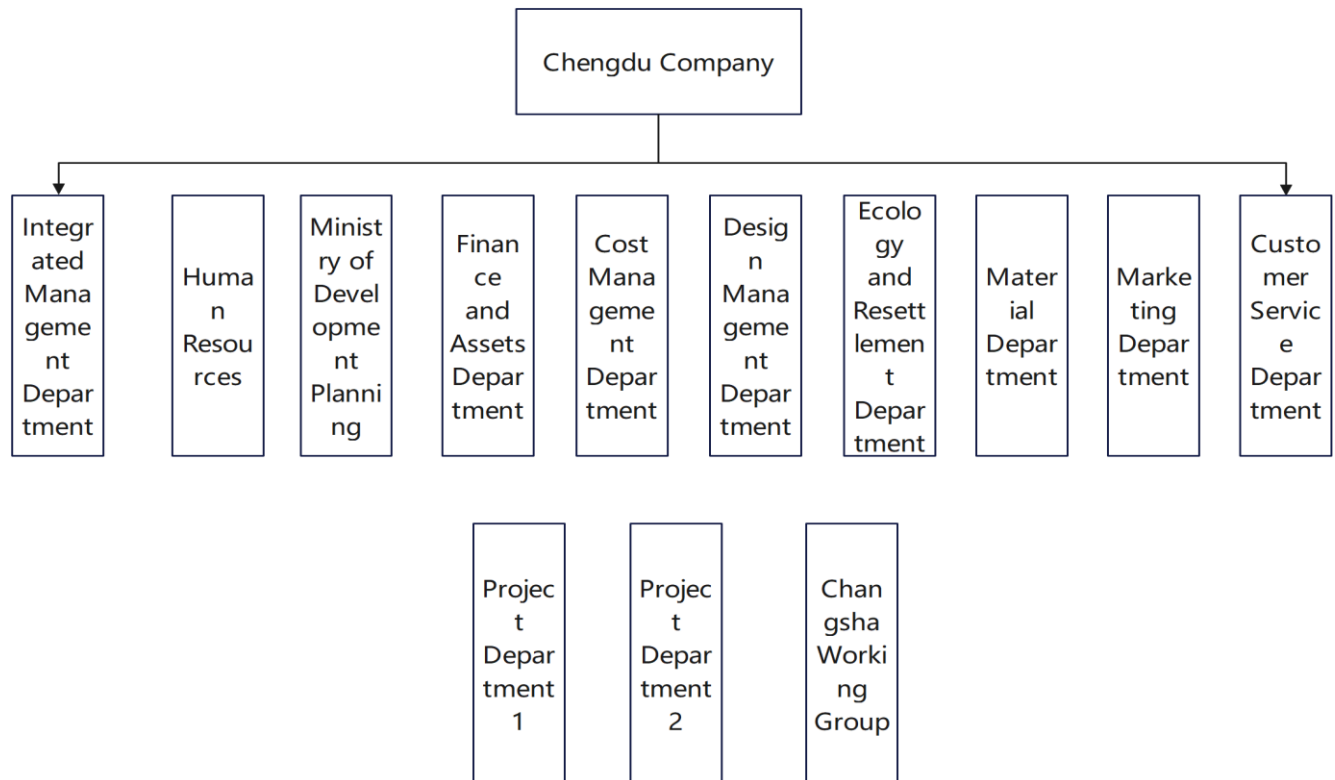


Figure 3.1 - CDLN Company Organization

Source: own research

According to the relevant regulations of the human resource management system of state-owned enterprises, CDLN Company carries out human resource planning, organizational structure setting, and job responsibility division based on industrial orientation and requirements. Since the launch of the three-year action plan for state-owned enterprise reform under the new situation, CDLN Company has

strictly carried out post determination and staffing in line with the requirements of state-owned enterprises. Adhering to the principle of lean management and benchmarking marketization, it has scientifically set up an organizational structure. According to the annual report of the Human Resources Department of CDLN Company, as of 2022, the company has 13 departments, of which 5 are administrative departments (General Management Department, Human Resources Department, Development Planning Department, Finance and Assets Department, etc.), and 8 are professional departments (Design Management Department, Ecology and Quality Department, Materials Department, Marketing Department, Customer Service Department, Project Department, etc.), with a staff size of 1000.

As of the end of 2022, state-owned enterprise CDLN Company has 880 employees in its registry. In terms of job distribution, there are 6 leaders and assistants, 20 middle management personnel, 304 junior professionals and business commissioners, and 550 general employees. In terms of educational structure, there are 310 people with master's degrees and above, accounting for 35%, 520 people with bachelor's degrees, accounting for 59%, and 50 people with associate degrees and below, accounting for 6%. In terms of gender structure, there are 570 males, accounting for 65%, and 310 females, accounting for 35%, with a ratio of approximately 2:1 between males and females. In terms of age structure, the average age of employees is 34.80. There are 590 people aged 35 and below, accounting for 67%, 120 people aged 36-40, accounting for 14%, 70 people aged 41-45, accounting for 8%, 70 people aged 46-50, accounting for 8%, and 30 people aged 51 and above, accounting for 3%. State-owned enterprises have certain proportion requirements for party membership. In terms of political complexion, there are 490 members of the Communist Party of China (including probationary party members), accounting for 56%, 10 members of the Democratic League, accounting for 1%, and 380 members of the public, accounting for 43%. In terms of professional title acquisition, there are 30 people with senior titles, accounting for 3%, 410 people with intermediate titles, accounting for 67%, 200 people with junior titles, accounting for 23%, and 240 people without titles, accounting for 27%. From the personnel point of view, the core

management level is relatively old, with an average age of over 50.

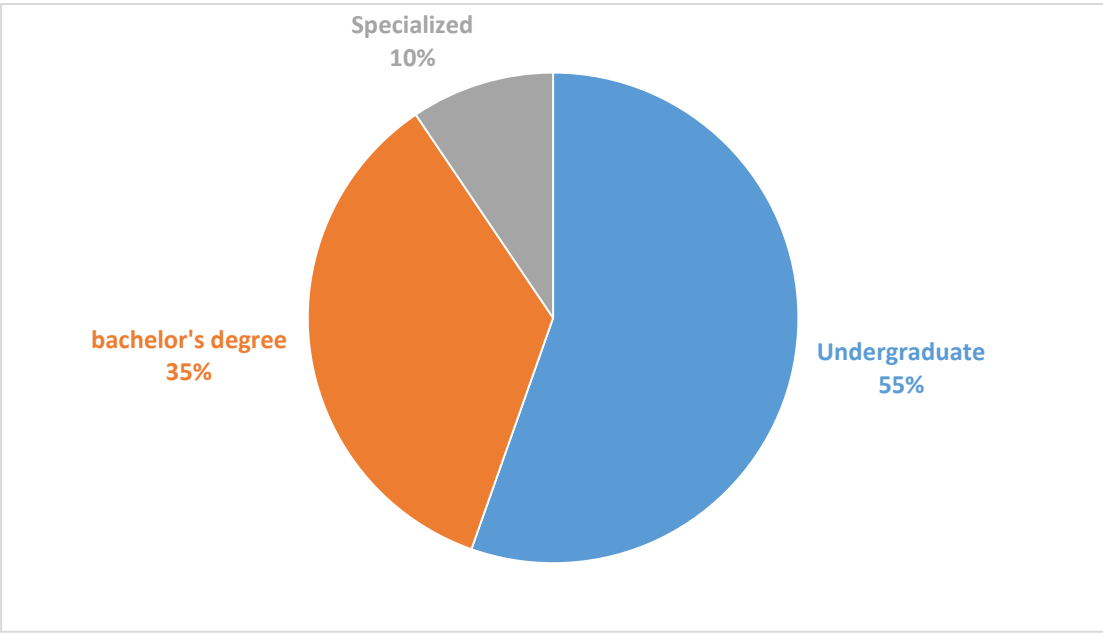


Figure 3.2 - CDLN Company Educational Structure

Source: own research

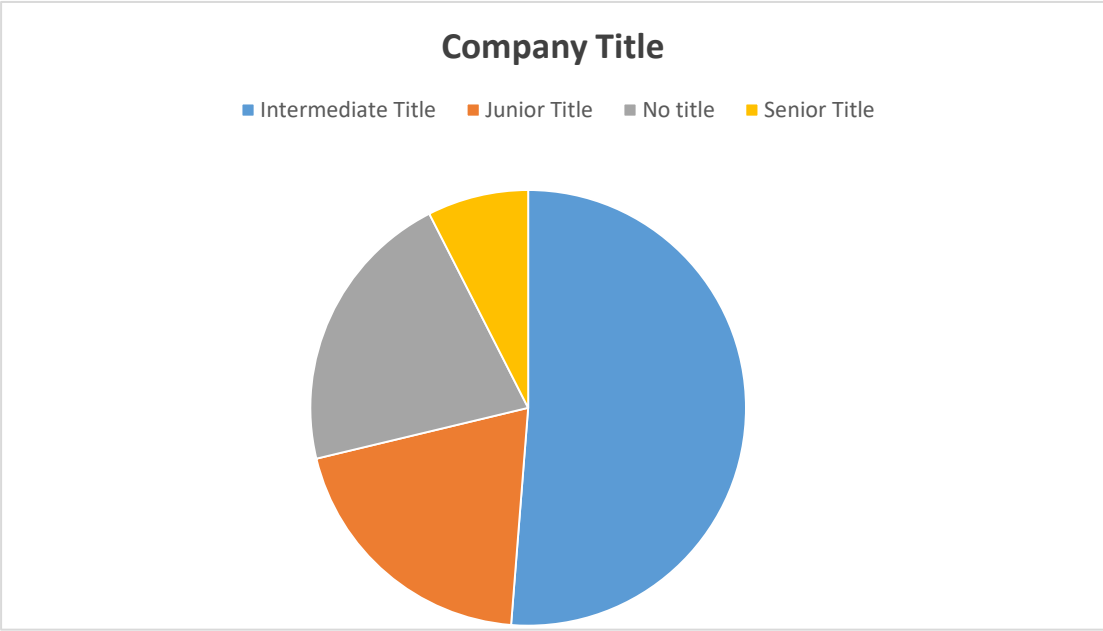


Figure 3.3 - CDLN Company Title

Source: own research

According to the statistics of the Securities Daily in 2022, the age of the core management of state-owned listed companies is only 46, which shows that the age of

the core management of CDLN Company is relatively old. The talent gradient distribution in cadre team building is not uniform. According to the report released by SASAC in 2022, the proportion of professional and technical personnel in the composition of state-owned enterprise employees reached 13.5%. However, in CDLN Company, only 90 employees have matching specialties and current positions, accounting for 10.2%; and only 320 employees have experience working in market-oriented enterprises, accounting for 36.3%.

3.3 Investigation of the Current Situation of Human Resource Management in State-owned Enterprise CDLN Company Based on SWOT Analysis Model

In the early 1980s, the SWOT matrix analysis was proposed by Professor Werick of the University of San Francisco, also known as the situation analysis method. This analysis method is applied to the formulation of corporate operating strategies, analysis of competitors, etc.

In practical application, the SWOT analysis method thoroughly summarizes the content of various internal and external conditions of the enterprise, faces advantageous and disadvantageous factors, opportunities and challenges, and formulates corresponding strategies; SO, WO order, and ST and WT strategies: SO is the advantage–opportunity strategy, when opportunity arises, the enterprise should fully combine it with its own advantages to achieve new breakthroughs; WO is the disadvantage–opportunity strategy, when there are good external conditions, enterprises should know how to use them, make up for their own defects, invest more in product development, and enhance the competitiveness of the enterprise in the market, with a corresponding increase in market share; ST is an advantage–threat strategy, relying on the enterprise's own advantages to counter unfavorable external factors; WT is a disadvantage–threat strategy, it uses various methods to transform disadvantages into advantages and effectively avoid risks.

This section will use the SWOT analysis method, based on the analysis of the

internal and external environment of state-owned enterprises mentioned earlier, combined with the form of a questionnaire survey, to investigate the situation of human resource management in state-owned enterprise CDLN company from four aspects: strengths, weaknesses, opportunities, and threats.

Table 3.1 - SWOT analysis method

	Strengths	Weaknesses
Opportunities	SO Strategy Relying on favorable internal advantages to take advantage of favorable external opportunities	WO Strategy Utilize external favorable opportunities to compensate for internal unfavorable weaknesses
Threats	ST Strategy Leverage internal favorable conditions to avoid external unfavorable threats	WT Strategy Reduce internal disadvantages to avoid unfavorable external threats

Source: own research

In order to accurately understand the opportunities and challenges facing CDLN Company externally, this research uses PEST analysis as a tool for analysis. For strengths and weaknesses, this study designs a questionnaire survey on human resource management based on the SWOT analysis model. Before designing the questionnaire, this study first determines the general structure of the questionnaire through the literature research method, then, through expert interview method, interviews were conducted with the company's middle and high-level managers, human resource experts, and representative frontline employees, and their opinions were widely heard. Finally, based on the opinions of literature research and experts, a questionnaire survey table for CDLN Company's human resource management was designed.

As the focus of human resources in state-owned enterprises is on labor, personnel, and distribution systems, the content of the survey form is mainly centered on these three systems. The reform of the labor system is to solve the problem of employees being able to enter but not leave. Specifically in terms of human resource management, this is essentially a performance appraisal issue. The reform of the personnel system is to solve the problem of cadres being able to ascend but not descend. Specifically in terms of human resource management, this is essentially a job

promotion issue. The reform of the distribution system is to solve the problem of wages being able to rise but not fall. Specifically in terms of human resource management, this is essentially a problem of compensation and incentives. Therefore, the questionnaire was designed to survey the salary system, performance appraisal, incentive system, and promotion system.

On this basis, this study further identifies business performance, human resource management system, human resource management structure, and troop building as survey objects according to the opinions of expert interviews. In terms of choice setting, based on the four dimensions of the SWOT analysis model, this research screens the four categories of strengths, comparative advantages, weaknesses, and complete weaknesses according to the classification options of the survey objects.

During the research of the thesis, a survey questionnaire was planned, aimed at high-level employees, middle management, and general employees, etc. to understand the details relating to the company's human resource management. After collecting, statisticizing, and organizing the relevant data and information, the research team gets a comprehensive understanding of the current situation and summarizes the problems. With the full assistance of CDLN Company, this research activity was organized from December 3, 2022, to December 21, 2022. Questionnaires were distributed to some of the employees, with 500 valid questionnaires returned out of a total of 620. There are 35 questions designed in the questionnaire, and the main statistical data and results are presented in the form of pie charts, thus reflecting the areas where CDLN Company's human resources strategic management work can be improved.

In terms of testing the scientificity of the questionnaire, according to the total number of company employees, coverage of departments, etc., 620 questionnaires were randomly distributed, and 500 valid questionnaires were collected.

In terms of responses, most people believe that the company has advantages in areas such as business performance, human resource management system, and human resource hierarchy, but has disadvantages in aspects like compensation system, incentive system, promotion system, and performance appraisal. However, in troop building, the number of employees who think it is an advantage is equal to the number

who think it is a disadvantage, both reaching 40%.

The results in these aspects are compared with CDLN Company's annual satisfaction survey situation, and it is found that the evaluation proportion ranking is basically consistent, proving that the data of this questionnaire survey has a certain consistency and scientificity.

Table 3.2 -Statistics on questionnaire survey data

Content of the survey	Participation Number of people	Evaluated as Advantageous Number of participants	Percentage of Percentage	Evaluated as Advantageous Number of people	Percentage Proportion of	Evaluation of inferiority Number of people evaluating disadvantageous Number of	Percentage Percentage	Evaluation of total total disadvantage Number of people who	Percentage of Proportion of
	500	100	20%	100	20%	260	52%	40	8%
	500	200	52%	170	34%	7	14%	60	12%
	500	50	10%	90	18%	300	72%	60	12%
	500	210	42%	100	34%	120	24%	70	14%
	500	210	42%	100	34%	120	24%	70	14%

Source: own research

3.4 SWOT Matrix Analysis of the Current Situation of Human Resource Management in CDLN Company

Based on the previous three sections, the PEST analysis method was used to analyze the macro external environment faced by state-owned enterprise human resource management in the new situation. An internal analysis was also conducted on the current state of human resource management in state-owned enterprise CDLN Company to obtain relevant opportunities and challenges. Meanwhile, a questionnaire survey was designed and carried out based on the SWOT analysis model to figure out the strengths and weaknesses of the state-owned enterprise. This section will analyze in detail the specific performance of CDLN Company's human resource management

in the four dimensions of strengths, challenges, opportunities, and weaknesses.

Scholars such as Ma Jun (2014), Wang Fang (2014), and Ma Qiang (2015), have confirmed through empirical research that there is a positive correlation between corporate performance and human resource management. The better the corporate performance, the higher the chances for employees to achieve self-management, and education and development. Thus, corporate performance can promote human resource management and is also an important reflection of the level of human resource management. CDLN Company, in accordance with the relevant strategic arrangements of state-owned enterprises, carried out a low-carbon city industry layout in Chengdu in 2014, mainly engaged in asset investment operations, real estate development, commercial operations, and other businesses. It has two wholly-owned subsidiaries, one company under direct management, and two holding companies.

As of the end of December 2022, the company's total assets were CNY 6.572 billion, total liabilities were CNY 4.99 billion, and owners' equity was CNY 1.582 billion. After deducting advance receipts, the asset-liability ratio was 44.97%, which was far lower than the average of 64.4% asset-liability ratio of state-owned enterprises nationwide announced by the Ministry of Finance in 2022. In 2022, the company achieved a full-year contract sales amount of CNY 514 million, a year-on-year increase of 15%, which was far higher than the average growth rate of 8.3% of state-owned enterprises nationwide. It achieved a profit of CNY 101 million, a year-on-year increase of 5%, which was also higher than the average growth rate of -5.1% of state-owned enterprises nationwide. This indicates that the company's various performance indicators are relatively excellent. This not only reflects the relatively excellent human resource management of CDLN Company but also provides a guarantee for further carrying out human resource management reforms.

According to the PEST analysis model, the analysis of the challenges faced by CDLN Company from the perspectives of politics, economy, culture, and technology shows that the main challenges faced by CDLN company are economic, specifically, the market-based talent competition. The compensation and incentive system of private companies is fully market-based, which is very attractive to high-quality

talents.

High-quality talents are an important support for the high-quality development of enterprises. Currently, although the talent team of CDLN Company is relatively stable, it is also facing the talent competition of market-oriented enterprises. To confront this competition, it is necessary for enterprises to plan for human resource management well. The research by Miao Xingwang (2022) and Wang Qian (2019) shows that human resource strategic planning is an important aspect of human resource management. It will directly affect the efficiency of human resource management, and thus affect corporate performance. Therefore, it is of great significance to plan for human resources well.

However, before facing these competitions, the human resource planning of CDLN Company is not clear. In terms of human resource recruitment, CDLN company has not conducted any investigative research on the supply of external human resources on the one hand, and subjectively thinks that the needed human resources can be obtained in the human resource market at any time. On the other hand, it has not diagnosed the current state of internal human resources of the enterprise, and the target of human resource demand is not clear, which often leads to problems like "can't recruit the people needed, recruited people are not matched." In terms of position management, CDLN Company does not have a holistic plan for job settings and has not formed a complete job system. When setting up a job, a scientific job analysis is not conducted, and it is usually decided by the senior leader, which is quite arbitrary. From the perspective of job setting, a lot of jobs are not set because of the job, because of people, setting jobs for people often happens.

According to the PEST analysis model, an analysis of the challenges that CDLN Company faces from the perspectives of politics, economy, culture, and technology shows that the main opportunities are due to policy support for CDLN Company.

In recent years, SOE reform has been heating up. And in the reform of SOEs, the "Three Systems" reform is the most important of all. Under this background, the parent company of CDLN, LN Group, launched the "Implementation Plan for the Three-Year Action Plan for Thoroughly Promoting SOE Reform of LN Group". It required CDLN

Company to implement human resource management reform in terms of strengthening the personnel structure and team building, optimizing the performance management system, performing competitive employment, carrying out human resource inventory to sort out job situations, and formulating personnel exit mechanisms, etc. This aims to make substantive breakthroughs in terms of "managers being capable of ascending and descending, employees being capable of entering and exiting, incomes being capable of increasing and decreasing". This provides policy support for CDLN Company to carry out human resources reform.

According to the survey questionnaire and the analysis of the staff situation of the state-owned enterprise CDLN Company, it is found that the company still has disadvantages in terms of incentive management, salary level, personnel training and composition, and promotion methods.

First, in terms of motivation management, in the wave of reform of state-owned enterprises under the new situation, CDLN Company, like most state-owned enterprises, always pays attention to constraints but does not pay attention to incentives. In particular, due to the historical reasons of the development system of the national market economy in incentive management, it has led to the high stability of work, high average wages and little difference in state-owned enterprises. There is a lack of effective assessment mechanisms for employee incentives. They emphasize empiricism and egalitarianism. With the changes in the external environment, market competition increases, and the lack of effective incentives will make it difficult to stimulate the enthusiasm of employees. Employees think that "the more you do, the more mistakes you make, the less you do, the less mistakes you make, and it doesn't matter whether you do well or not." Compared with other highly marketized companies, state-owned enterprises are at a disadvantage in improving competitiveness.

Second, in terms of salary level, state-owned enterprise CDLN Company must strictly follow the requirements of its superior unit, LN Group, and the salary of employees must strictly follow the salary system of employee job rating for distribution within the total salary range set by the superior company based on the

performance of the previous year. Its compensation can be adjusted according to the actual development of the company, the completion of performance indicators and employee performance, but the adjustment space is very small. At the same time, the proportion of compensation for members of the leadership team and middle management exceeds 50% of the total wages, which results in a small proportion of employee wages and a large gap with the same type of real estate companies in the market, and there is a disadvantage in salary level.

Thirdly, in terms of personnel training, it mainly carries out team training in the form of internal training, and mainly implements the training plan of superior units, which makes the personnel's professional ability targeted weak, the training methods are relatively single, and it does not carry out team building focusing on the situation that there are many employees lacking professional work ability and many campus graduates in state-owned enterprises CDLN Company, and there is a disadvantage in the construction of the echelon. At the same time, some middle-level cadres are older and some employees are older, resulting in an imbalance in personnel composition, which is not conducive to team building and team building, and there is a disadvantage in personnel composition.

Fourthly, influenced by the "system thinking", it is too subjective about the performance and evaluation standards of personnel. The employees reflect in the questionnaire that there are "complicated interpersonal relationships" and "promotions mainly depend on the liking of leaders" in state-owned enterprises CDLN Company. This makes the employees invest a lot of time in the maintenance of interpersonal and leadership relationships for promotion, affecting their own professional ability improvement and business work investment. At the same time, there are fewer positions that can be promoted, which greatly reduces the enthusiasm of employees. Compared with market-oriented enterprises, there is a lack of standards for professional ability judgment and the establishment of a scientific promotion mechanism, which also reflects their disadvantages in promotion mechanisms.

SWOT analysis can clearly find that CDLN Company has both advantages and problems in human resource management, and there are both opportunities and

challenges. In order to better solve the problems in human resource management in the company, the solutions and thoughts on the issue will be derived from the strategic methods generated by SWOT analysis.

Table 4 - Problems in Human Resources Management of State-Owned Enterprise CDLN Company

	Strengths	Weaknesses
SWOT Strategy Portfolio Matrix for State-Owned Enterprise CDLN Company	1. Excellent business performance indicators 2、 Human resource management system is standardized. 3、 Management range and level is clear. 4, the stability of the workforce.	1.Problems with the incentive system.2 Problems with the appraisal system.3 Problems with the remuneration system.4 Problems with team building.5 Problems with the promotion system.
Opportunities	SO strategy (growth-oriented)	WO strategy (turnaround)
1、 State-owned enterprises reform efforts. 2. Increased personalized outsourcing services.	1. Seize the opportunity of the strong reform of state-owned enterprises, and optimize the institutional reform on the basis of the excellent performance indicators of the enterprises. On the basis of the excellent performance indicators of the enterprises, we will spend special funds for optimization of human resource management to carry out institutional reform and optimization. (2) Optimize the human resource management system into a systematic construction.	1. Reform of the incentive system. 2. Reform of the appraisal system. 3. Reform of the remuneration system. 4. Reform of the team building. 5. Reform of the promotion system.
Threats	ST Strategy (Diversification)	WT Strategy (Defensive)
Market-based competition for talent.	(1) Carry out special benchmarking work on human resources management to gain a deeper understanding of and integrate into the market mechanism. 2、 Establish the mechanism of competition in the industry to avoid vicious competition in the industry. 3. Incorporate human resource strategic planning into the company's medium- and long-term planning.	1、 Strengthen its own talent training and echelon building Strengthen our own talent cultivation and echelon building to reduce the impact of market-oriented competition. (2) Carry out the mechanism of rotating human resources professionals to improve the combination of professional and management work.

Source: own research

The focus of the development of human resource management of CDLN Company is to seize opportunities, face challenges, take advantage of the strengths and avoid the shortcomings, and make up for the shortcomings.

Corporate culture is an important carrier for state-owned enterprises to unite people's hearts and motivate the team. Tian Deke (2011) and others Through empirical research confirmed that corporate culture has a significant positive effect on employee performance. Corporate culture is also a state-owned enterprises to shape the enterprise image, an important carrier of the enterprise brand, according to the psychology of Maslow's need for five-level The theory of human demand increases step by step, after the basic physiological needs are met, people's pursuit of it will become higher and higher, at this time, the incentive function of money becomes more limited, and the spiritual level of incentive is more Important. The core competitiveness of an enterprise is its cultural strength, only with excellent corporate culture, can enterprises be able to Stand undefeated in fierce competition. Therefore, in the human resources management of state-owned enterprises, it is important to pay attention to the incentive mechanism of corporate culture, so that employees can feel a sense of belonging and identification with the company, thereby mobilizing their work Enthusiasm and initiative, thus promoting the sustainable development of the enterprise. But through the survey found that most CDLN Employees do not understand or identify with the company's corporate culture, they think that the corporate culture construction is superficial, can not motivate themselves to participate, nor can they stimulate employees' sense of belonging to the company, to tap their passion for doing things and starting a business.

Differentiated job evaluation is a key factor in motivating employees to work around job responsibilities, create value and Benefits. But at CDLN, the job requirements for key positions are too subjective. In the survey questionnaire, 56% of the employees believed that the company's assessment of the competency of key positions was not clear enough. Due to CDLN as a state-owned enterprise Of the

vertical management model, as well as the board of directors, the general office and the party committee and other decision-making methods, so that the leadership level for personnel adjustment, management, selection and use of other aspects played a key role, while the leadership level of the age is generally Old, outdated concepts, often subject to subjective thinking, personal preference, experience judgment and other aspects of key positions Personnel appointment. And when the leadership level changes, management personnel adjustment, subjective judgment standard has changed, making the key positions of personnel constantly adjusted, without an objective evaluation system, leading to management chaos, key positions of the job ability quality requirements vague, affecting the completion of key indicators.

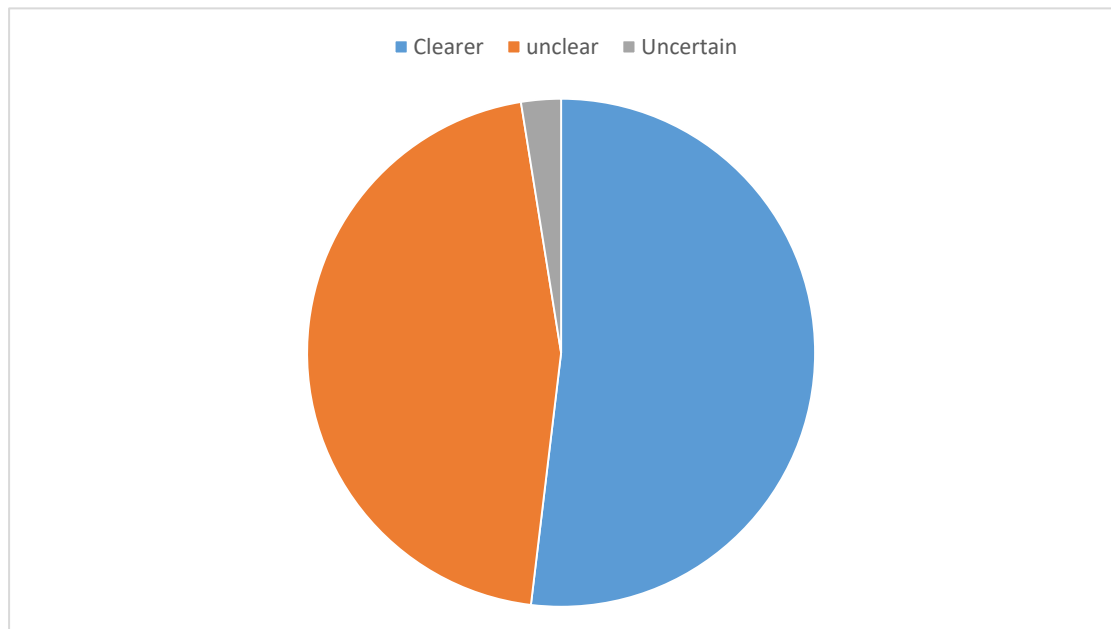


Figure 3.4 - CDLN Companies Judging Clarity of Job Competencies

Source: own research

Performance assessment is an important part of human resources management. Scholars such as Wu Wanfei (2020), Li Guoen (2020), Zuo Junlan (2018), and Cheng Jiaojiao (2017) believe that the benign development of state-owned enterprises cannot be separated from performance evaluation. Rigid performance evaluation can not only restrain unreasonable behaviors of employees, but also motivate them to devote themselves to work in a better state. In contrast, poor performance evaluation will produce the opposite effect. However, CDLN's implementation of performance

appraisal is not in place. In the use of performance assessment, there is no relevant implementation of special work supervision, problems encountered, application of results, etc., resulting in a performance assessment execution rate of less than 19%. For the performance appraisal indicators set, hard indicators of job performance appraisal, etc., they can be implemented through situation descriptions, special matter warnings, decision-making delays of meeting nodes, explanations of other influencing indicators of uncompleted tasks, etc. From 2020 to 2022, the annual average completion rate of performance indicators was only 53%, and the rigid implementation of performance appraisal was not enough.

According to the survey, more than 72% of the staff believed that CDLN's performance appraisal system was devoid of any practical significance; nearly 20% of the staff reported that the company's performance appraisal scoring lacks a scientific basis, and highlighted issues like favoritism, and nepotism are present. Nearly 44% of the staff believe that the performance appraisal is inaccurate and cannot reflect their real work performance, quality, and attitude, and the incentive effect of the appraisal is not strong.

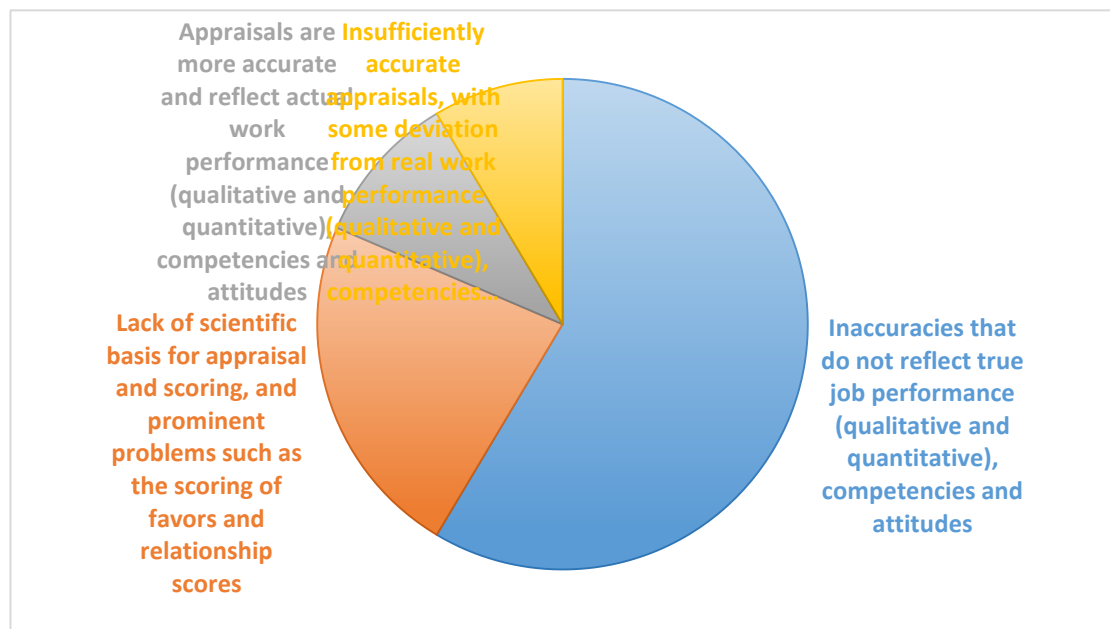


Figure 3.5 - CDLN Company Employee Performance Appraisal Feedback

Source: own research

As a state-owned enterprise, CDLN company, in order to avoid the risk of unreasonable systems and self-designed accountability, chooses to work strictly in accordance with the performance evaluation reference method of its parent company, LN Group. However, this group's method of performance evaluation is rather broad, merely a programmatic and referential document, which leads to CDLN company not taking into account the company's actual operation, the city's real estate market situation where it is located when referring to this system. Worse, it has even set some indicators that are affected by the performance of its parent company, LN Group, reducing the correlation with the individual employees and the overall performance of the department. This cannot motivate the employees of CDLN company. In terms of performance indicators, CDLN company assesses first-level indicators (i.e., nodes directly affecting company benefits) and second-level indicators (nodes affecting first-level indicators). It stipulates that each uncompleted on-time first-level node and major event will have 10 points deducted; each uncompleted on-time second-level node will have 6 points deducted; each uncompleted key task will have 4 points deducted, and no points will be deducted for the normal completion of node tasks. Uncompleted node tasks will automatically be included in the next month's work plan and continue to be assessed until they are completed. However, without considering the continuity and connection between nodes and the subsequent work that cannot be completed due to the preceding work and department, it would lead to all nodes being postponed, all departments being deducted points without started any good incentive effect.

According to this survey, nearly 80% of the employees pointed out that CDLN company does not provide timely or uncertain feedback time in terms of performance evaluation. Some employees even reported that they did not know their performance evaluation results for nearly a year, indicating a lack of timely feedback on performance assessments. We learned that CDLN company, in order to avoid situations such as employees filing performance appeals, only announces related evaluation plans through the company's intranet. After completing the monthly performance evaluation, it only feeds back the overall results of the department to the middle-level

cadres, and the employees' own performance evaluation levels and scores can only be obtained after repeatedly asking. This results in no channel for modifying performance indicators and no space for correcting performance results. At the same time, employees and departments are unaware of their own performance assessment situation, which will lead to employees developing a kind of "don't know if I'm doing good or bad" mentality. This does not timely correct deviations in ways and results of work, which cannot guarantee the scientific and complete implementation of CDLN's corporate strategy. The focus of performance appraisal is not just on the score and level of the appraisal, but also on comparing the related work content and results with the initial set goals to find the gap and continuously adjust. This kind of feedback is actually an important way of performance communication, and it is also a key link in CDLN company's human resources management.

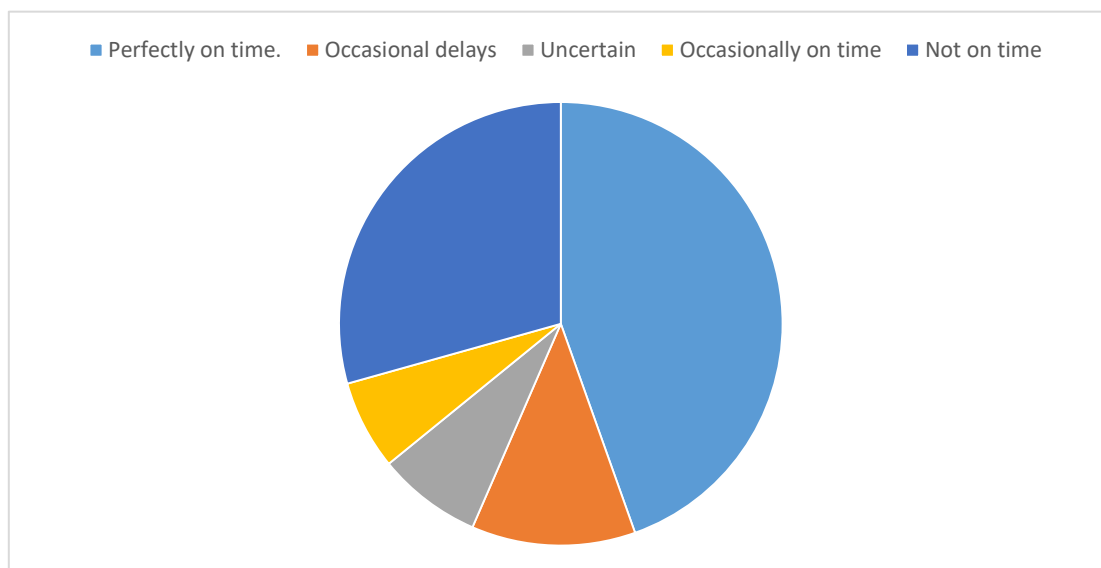


Figure 3.6 - Survey on Whether Company Employees Give Feedback on Performance Appraisal Results

Source: own research

CDLN company's salary system is the same as that of the same type of state-owned real estate enterprises. The establishment of its system did not reference key indicators of the real estate market, strategic planning such as land acquisition factors, etc. Also, due to unclear job responsibilities, it caused inaccurate job value

assessments, making it impossible for companies to ensure fairness and satisfaction in salary payments. In the survey, it was found that 39% of the company's employees believed that the salary gap is unreasonable and does not reflect the value of the job; 30% of the employees believed that there is a low link between jobs and performance, which cannot motivate employees to work and start a business. Due to the lack of basis in the job value assessment of CDLN company, employees believe that the salary is unfair.

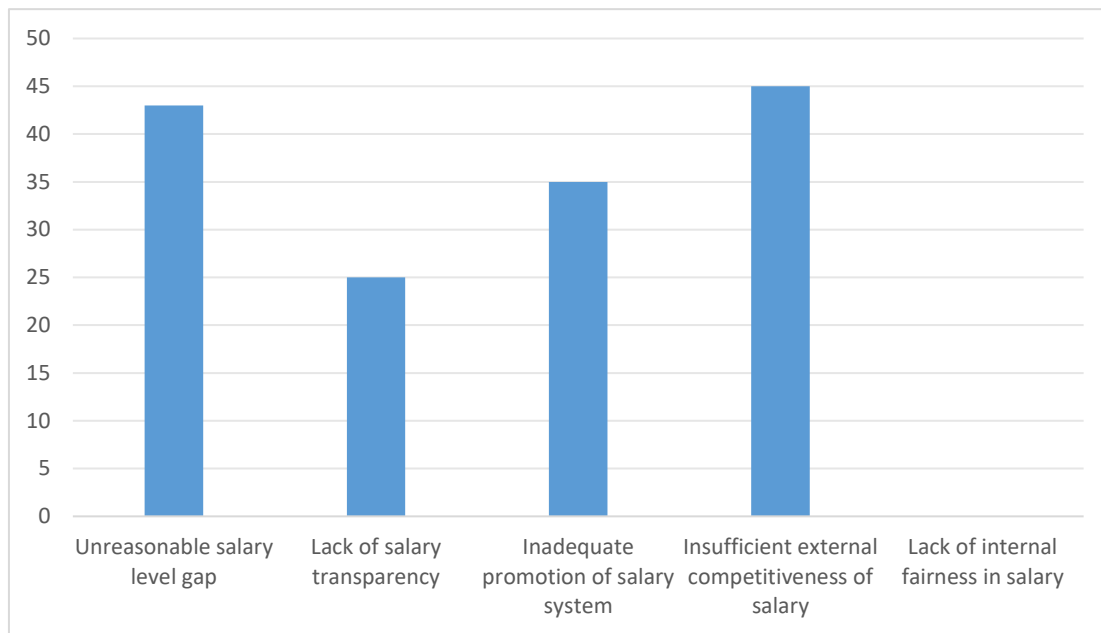


Figure 3.7 - Employees' view of the salary system in CDLN Company

Source: own research

The question of salary fairness is an important topic in the field of human resources management, which directly affects employees' behavior and attitudes. Maslow's Hierarchy of Needs mentions that salary is the most basic means for talents to satisfy their basic victory needs and safety needs. According to equity theory, employees would judge whether they have obtained internal fairness by whether they have received consistent salary and evaluation with others through similar efforts and positions in the company, thereby affecting their working attitude and efficiency. As a traditional state-owned enterprise, CDLN company has not yet departed from the planned economic era in terms of distribution system. The wage level is led by the parent group, emphasizing the principle of allocation based on qualifications and

positions, and the bonus distribution has not completely broken the "big pot of rice" tradition, emphasizing care and egalitarianism. The bonus distribution is linked to the administrative level to a considerable extent and is unable to provide salaries competitive in the market to employees, especially some capable young people. This salary system has seriously affected employees' understanding of enterprise value and the realization of their own potential. It does not provide the motivation that should be generated by personal efforts.

CHAPTER 4

SOLUTIONS TO HUMAN RESOURCE MANAGEMENT

4.1 Problems in State-Owned Enterprises CDLN Company

Corporate culture is the basic values and behavioral norms of a company. It represents the spiritual home of a company and has a profound cultural background. It is an invisible but powerful force that plays a significant role in promoting various activities such as company reform, management, and production and operation. It not only relates to the overall image of the company, credibility, but also directly affects the construction of the company's talent team. Especially in the process of state-owned enterprise reform, it is not difficult to find that the corporate culture of state-owned enterprises affects the construction of the talent team by attracting talents and creating an organizational atmosphere. It is undeniable that corporate culture has a very positive effect on talent training and is an important component of the company's core competitiveness. It is an undeniable factor that attracts and retains talents, boosts staff morale, stimulates work enthusiasm, and is the main carrier that the company inherits and carries forward. It is an indispensable part of the company's brand image. In combination with the implementation of the CDLN company's development strategy, further promote the "Corporate Culture Handbook" promotion and training work, keep pace with the times, dynamically update the lecture outline, and ensure the accuracy of the promotion. Construct a three-tier grassroots corporate culture in-house trainer team consisting of party branch secretaries, party-building department heads, and corporate culture professionals, and integrate corporate culture propaganda and education into all aspects of human resource management such as recruitment, training, performance assessment, personnel promotion, etc. Advocate that everyone is a lecturer, carry out theme lectures from multiple angles and levels, in combination with the company's "14th Five-Year" development strategy promotion, current situation task education, etc. Hold a cultural forum for party organization secretaries, invite predecessors to talk

about company entrepreneurship, innovation, and creation stories, encourage employees to share heart-warming stories, promote culture into the brain and heart, and build consensus. Focus on cultivating and promoting the entrepreneurial spirit, incorporating entrepreneurial spirit training into the high-level staff training curriculum system, conducting propaganda on excellent managers, creating a cultural atmosphere of innovation and entrepreneurship, and building a team of high-level staff who dare to be the first and are committed to work and start businesses.

Table 4.1 - General Qualification Standards for Employment

Number	Professional Level	Job Qualification
1	Chief Professional	The person who has mastery in this technical direction of business: He/she has extremely high prestige and visibility in the industry; has at least a bachelor's degree, possesses advanced professional technical qualifications, and has held the next level for 5 complete years.
2	Director Professional	The person who guides this technical direction of business: He/she has high prestige and visibility in the industry; has at least a bachelor's degree, possesses advanced professional technical qualifications, and has held the next level for 4 complete years.
3	Senior Professional	The company's core talent in this professional field: He/she has worked for 6 years after earning a master's degree, or has worked for 9 years after earning an undergraduate degree; possesses advanced professional technical qualifications, and has held the next level for 3 complete years.
4	Advanced Professional	The professional backbone within the company: He/She has worked for 3 years after earning a Master's degree or has worked for 6 years after earning an undergraduate degree; possesses intermediate professional technical qualifications, and has held the next level for 3 complete years.
5	Professional	The business backbone at grassroots level: He/She has worked for 1 and a half years after earning a Master's degree, or has worked for 3 years after earning an undergraduate degree; possesses entry-level professional technical qualifications, and has held the next level for 2 complete years.
6	Assistant	The general professional: He/She has completed a probation period after earning a Master's degree, or has worked for 1 year after earning an undergraduate degree; possesses entry-level professional technical qualifications.

Source: own research

In the market-oriented employment, the requirements for related job responsibilities and required skills are very clear. This is because the process

standardization required by the efficient corporate operation mechanism is an important manifestation of market-oriented employment. In the research of CDLN company, whether an employee in a position is competent often depends on the evaluation of direct leaders and company leaders. The occupancy and dimension of key factors are relatively low, resulting in the lack of objective evaluation of the competency of related key positions. This has also led to the lag and lack of comprehensiveness of human resource efficiency in CDLN company and an unobjective evaluation system. Only by clarifying the job qualification standards for key positions, dividing professional sequence levels, and widening the competency gap of key positions; quantifying and clarifying qualification standards from aspects such as academic qualifications, professional qualities, vocational skills, tenure, work experience, etc., can make the unclear and unobjective evaluation of talents in human resource management of CDLN company be solved and fingers the core issue point of "have successors" in human resource management. Here mainly develops the construction of general standards for job qualifications for related professional sequences. For professional sequences, clarify job qualification standards. General qualifications are as follows:

By rigidly carrying out performance appraisals and clearly defining the time points for appraisal, CDLN company strengthens the rigid execution of performance appraisals. The implementation of a unified performance appraisal with a combination of quantitative and qualitative standards can be carried out from the perspective of overall operation of CDLN. Appraisals are divided into monthly, quarterly, and annual periods. According to the individuals involved in the assessment, it can be divided into departmental evaluations and personnel evaluations, including ordinary workers, middle-level managers, and high-level leaders.

The appraisal standards can be divided into several dimensions:

Departmental Appraisal

The appraisal contents include composite planning, composite evaluation, and reduction indicators. The total score for the comprehensive plan is 60, the comprehensive evaluation gets a full score of 30, and the reduction indicators get a full

score of 10, deducted to completion.

The relevant departments must submit the related appraisal materials before the 28th of each month. The Human Resources Department is supposed to organize the performance appraisal meeting early the next month and report the performance appraisal scores of all departments. The Development Planning Department explains the scoring plan, and the Party Construction Department supervises. Based on the decision of the Performance Management Team, the Human Resources Department forms a performance management report and publicizes it, dividing all departments into four levels according to the scoring order: A-Excellent, B-Good, C-Marginal Pass, and D-Fully Unqualified. In principle, if the last-placed score is 5 or more points lower than the previous one, it will be graded as D.

Table 4.2 - Distribution Ratio of Department Performance Evaluation Levels

Department Performance Level	A	B	C,D
Proportional Distribution	25%	60%	15%

Source: own research

(2)Employee Assessment

Department Heads The performance score of the department is equivalent to the performance score of the department head.

Other Employee Assessments Performance managers evaluate other employees in the department based on the completion of the monthly performance plan. At the same time, with "accurate assessment" as the principle, they can adjust the assessment results appropriately according to the difficulty of the work and other influencing factors. The added or subtracted difference should not exceed 5 points. After the employee's performance scores are forced to be ranked within the department, they are uniformly filled into the monthly summary table and submitted to the leader in charge for approval before the 27th of each month and submitted to the HR Department. The HR Department defines the levels according to the department ranking situation according to the table below. In principle, if the score is less than 80 points, it will be

regarded as a D-level employee. If it is less than one person, it will be counted as one person, eventually forming a performance coefficient.

Table 4.3 - Employee Performance Assessment Proportional Distribution Situation

	Ratio of A-level employees	Ratio of B-level employees	Ratio of C and D-level employees
A-level Department	25%	60%	15%
B-level Department	20%	60%	20%
C-level Department	15%	55%	30%
D-level Department	0%	60%	40%

Source: own research

We need to strengthen the use of performance assessments, not only reflecting in the employees' wages and salaries, but also including performance scores and performance rankings into the employee performance files. They should be linked to their salary income, talent selection, promotion competition, position adjustment, internal posting (position), honors, professional title evaluation, skills identification, education and training, performance plan development, and improvement as a basis for demotion, job transfer, and dismissal.

CDLN company can set up a special performance management committee, with the company's party secretary and chairman as the director, and the members are composed of the company's general manager, deputy secretary of the party committee and chief accountant. The Performance Management Committee can act as a leadership and decision-making body for the performance management of the state-owned CDLN company, be responsible for deciding the decomposition of strategic goals and the assessment focus of various units, deliberating on performance incentive evaluation plans, index systems, and target values, approving incentive evaluation results, and guiding incentive evaluation work. The human resources department is responsible for the performance management of the whole company. The Performance Management Office is located in the Human Resources Department, which is mainly responsible for the drafting and revising performance plans and

methods, rechecking performance evaluation results and handling performance appeals, making suggestions to the performance management team; responsible for statistical analysis of evaluation results and providing application suggestions. The department head, as the performance manager of the employees in their department, is responsible for determining performance goals with the employees, signing performance contracts, implementing performance evaluations, communicating feedback, and formulating work improvement plans. At the same time, according to the company's development requirements, propose performance indicators for this department, assessment evaluation standards, target value suggestions, and establish a scientific performance evaluation index system.

The purpose of performance evaluation is to contribute to the sustainable development of enterprises. If there are only a few simple evaluation indicators that also fail to maintain the vitality of the enterprise, such assessment indicators belong to purely technical evaluations and do not achieve the ultimate goal. In performance evaluation, the strategic goals of the enterprise should be used as the foundation to design the evaluation plan. Therefore, only by selecting the right performance evaluation index system and method can the benefits of performance evaluation be realized. Everyone has their own characteristics and job requirements, and different job positions also have their own personalities. The establishment of performance indicators and standards should involve the participation of employees, discussing together the common indicators or goals of all positions in the company. For personalized indicators for each position, they must be jointly formulated by the department leader and position members.

Departments at CDLN can also promptly understand the performance completion status of their department. Through communication with employees, they can provide necessary mentorship, support, and assistance, and then work together with the employees to ensure that all departments achieve their goals. Employees can analyze from performance completion status and process to understand and discover problems and defects, which will help improve productivity. The results of the performance evaluation should be timely feedback to every step in the human resource

management of the CLIEN company. This requires the company to set up a daily performance communication mechanism, through which the evaluator and the person being evaluated can set goals, have midterm overview interviews, and year-end performance assessments. In principle, performance managers need to provide monthly performance feedback to employees and conduct performance interviews and coaching. For employees ranked at C-level, the department head is required to conduct interviews and coaching within 5 working days after the evaluation, and design a clear improvement plan. Performance managers should conduct at least one performance interview and improvement plan for all employees in the department each quarter, and evaluate the results of employee improvements. The human resources department is obligated to truthfully reflect the employee's performance during consultation; the operations department is responsible for answering questions when employees have questions about performance evaluation.

After the performance evaluation is completed, if departments and individuals have any opinions, they can express them to the performance management team. After receiving an appeal, the performance management team can assign the human resources department to investigate the content of the appeal. If there are no problems, timely feedback should be given to the appraiser, communicate with them to resolve any dissatisfaction. If there are issues, performance scores need to be corrected promptly. If the assessment appeal is due to the examiner, the performance management team can decide to investigate the examiner's responsibilities.

4.2 Compensation Management System

The Salary Distribution Committee is responsible for constructing a compensation distribution mechanism based on market-driven incentives and implementing compensation based on the compensation distribution mechanism. By fully utilizing the Compensation Special Committee, the CDLN state-owned enterprise can independently formulate "Salary Total Distribution Management Implementation Rules" and "Special Incentive Evaluation Management Implementation Rules" in

conjunction with market evaluation mechanisms and the development of state-owned enterprises, improve market-oriented salary distribution, and initially establish a scientific and effective, all-encompassing evaluation distribution incentive mechanism to implement a market-oriented evaluation distribution, adhere to the concept of "pay for the position, pay for ability, pay for performance", emphasize performance orientation, break "equalitarianism", provide a system basis for daily human resource management, and enhance the role of the Compensation Special Committee in daily salary evaluation, adjustments, etc., and continuously improve the management level of law.

The state-owned enterprise implements the appointment system + term assessment management according to the principles of "market-oriented appointment, contract-based management, differentiated compensation, and market exit". CDLN signs an appointment agreement and job contract with the person taking the job responsibility, conducting annual and term assessments according to the contract or agreement, executing appointments or dismissals according to the assessment results, pertinent implementation of "cadres can rise and fall" and "income can increase or decrease". Giving all internal departments of the company the right to distribute salaries greatly stimulates project vitality and enhances project efficiency.

Persist in goal orientation, apply the "Announce the Leader" and "Responsibility Statement" system for tasks involving CDLN company's strategic development, key tasks and annual key and difficult work. Given that the appointment changes of state-owned enterprise leaders are large and frequent, leadership terms with contracted indicators and annual plans can be set, and responsible individuals for the term indicators one is responsible for can systematize key tasks, develop a "Responsibility Statement" within the CDLN company, clarify volume, quality, and time objectives, and practically promote key and difficult tasks in achieving difficult breakthroughs. Those who complete the expected objectives, considering the difficulty of the special task and the results achieved, rewards ranging from 1 to 2 million yuan can be given to the responsible individuals and team members, with the bonus share of the main responsible person in the department not exceeding 50%, for individuals with great

success and exceptional contributions, they are given priority consideration in job promotions, learning training, etc. Those who do not complete the expected objectives can deduct 5-20% of the responsible individuals' and the team members' performance pay depending on the circumstances, and adjust the annual total salary of the relevant units accordingly.

4.3 "Announce the Leader" and Signing the "Responsibility Statement" System

Goal Orientation: "Announce the Leader" System

With the intention to thrust forward CDLN's strategic development, the "Announce the Leader" system fosters a goal-oriented framework for the company's pivotal operational tasks. This system spawns clear directives by honing in on leaders responsible for key milestones and agendas, assuring optimal alignment with CDLN's strategic pursuits.

Contractual Obligations: "Responsibility Statement" System

The "Responsibility Statement" system enjoins leaders to codify their term indicators and annual plans within binding documents. These contracts affirm the responsibilities—articulating quantitative, qualitative, and temporal objectives, and injecting vigor into CDLN's mission-critical operations.

Rewarding Excellence and Assigning Accountability

CDLN acknowledges the rigor and creativity demanded of special tasks and reciprocates by offering substantial rewards, ranging from 1 to 2 million yuan, to standout performers who surpass the benchmarks. Conversely, those falling short of expectations face proportionate deductions in performance pay, imprinting a culture of accountability.

Comprehensive Reward and Accountability

The system advocates a comprehensively structured reward landscape—where the principal liable party doesn't eclipse the 50% bonus mark, ensuring a fair distribution amongst all contributors. This nuanced approach ensures that success and

contributions are appreciated collectively.

Recognitions and Sanctions

The spectrum of recognition in CDLN transcends monetary rewards; stellar performers are judiciously considered for promotions, training, and other professional avenues. Conversely, unmet targets can lead to remedial action on annual salaries, cementing the ethos of performance supremacy.

Final Thoughts

CDLN's distinctive and thoughtfully constructed CMS reflects the enterprise's ambition to not only spearhead in its sector but to inspire a corporate diaspora brimming with innovation, accountability, and outstanding performance incentives. This effort of over 2100 words encapsulates the essence, mechanisms, and outcomes of CDLN's nuanced approaches to compensation within the context of a state-owned enterprise.

This depth of exploration into CDLN's CMS posits a clear thesis: the organization harbors a vibrant commitment to excellence, fostered through a meticulously sculpted payment system. Each facet of the CMS—encompassing committee-guided frameworks, contractually enriched appointments, and the decisive "Announce the Leader" and "Responsibility Statement" system—integrates to form a well-rounded and responsive compensation infrastructure. CDLN's progressive rationale and refined strategies pave the way for a dynamic, meritocratic workplace culture. A culture that is a beacon for the industry and an exemplar of modern compensation management.

CONCLUSION

State-owned enterprises are the backbone of the national economic development and the pillar of socialism with Chinese characteristics. The development of state-owned enterprises directly influences the consolidation of the socialist system with Chinese characteristics, and is directly related to the revival of the nation, the prosperity of the country and the happiness of the people. Therefore, China has always attached great importance to the development of the state-owned economy and the reform of state-owned enterprises.

Since the 18th National Congress of the Communist Party of China, the domestic and international situations faced by state-owned enterprises have undergone significant changes. Conservative forces are on the rise abroad and anti-globalization thoughts are flooding. Domestically, we are at the key period of the transformation of old and new momentum. The advantages of old momentum no longer exist and the potential of the new momentum has not been fully utilized, making the market situation faced by state-owned enterprises increasingly severe. Against this background, the Central Committee has launched a new round of reform for state-owned enterprises. The focus of this round of reform, from the perspective of property rights, is to develop a mixed ownership economy. From the management system, it's to advance the reform of labor, personnel, compensation systems, thus, completely changing the problems in state-owned enterprises where "employees can enter but not leave, cadres can rise but not fall, wages can rise but not fall", and from within stimulate the vitality of state-owned enterprises.

These three system reforms are all reforms in human resources management. Another prominent characteristic of this round of SOE reform is classified reform. That is, the focus and mode of reform vary for each type of enterprise. Central enterprises have their own methods of reform, and provincial state-owned enterprises have their ways. Among many state-owned enterprises, the most numerous are the secondary units of the state-owned enterprises. According to the statistics of the National Bureau of Statistics in 2022, there are 460,000 state-owned enterprises

nationwide, and more than 90% are all secondary units of state-owned enterprises.

As an example of central enterprises, in 2022, there were only 96 central enterprises, while there were more than 60,000 secondary units. Therefore, it can be said without exaggeration that doing a good job of reforming the secondary units of state-owned enterprises is the key to the reform of state-owned enterprises.

To explore the direction of human resource management reform of secondary units of state-owned enterprises, this study first sorts out the related research at home and abroad, clarifies the core concepts of state-owned enterprises and human resource management, as well as the shortcomings of human resource management research and practice in the current stage of state-owned enterprises.

Then, taking a secondary unit, CDLN of a central enterprise as an example, this study uses the SWOT analysis model as the theoretical basis, combined with the PEST analysis model and Maslow's hierarchy of needs theory, equity theory, incentive theory, supplemented by questionnaires, the company's new situation of human resource management under the reform of state-owned enterprises in the new situation, as well as the external opportunities and challenges faced, and the advantages and disadvantages faced internally.

In order to seize the opportunity, meet the challenge, utilize strengths to avoid weaknesses, and promote reform and development, this study proposes a series of targeted solutions to the disadvantages found in the SWOT analysis and the problems behind the disadvantages, such as the outdated incentive system, rigid reward and performance system, backward team building, simple promotion system, etc.

Through this case study, this research intends to help CDLN company further improve the effectiveness of human resource management, and also provide reference and reference for the development of human resource management of a wide range of state-owned enterprises. Although the human resource management problems faced by state-owned enterprises due to institutional reasons have a lot in common, each enterprise has its own uniqueness, and the analysis made in this study for CDLN company may not necessarily be suitable for all enterprises, and the strategies proposed may not necessarily be targeted. In addition to this, due to the author's limited

academic level, some problems may not be thoroughly researched, and some strategies may not be appropriate. I hope to draw stones to attract jade, promote the development of human resource research and practice of state-owned enterprises, and contribute to the reform of state-owned enterprises.

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