

# Research on Human Resources and Integration Theory of Small and Medium-Sized Enterprises

Hui Gong

Institute of Information Technology of Guet, Guilin, Guangxi, 541004, China

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**Abstract:** Since my country's accession to the WTO, domestic enterprises are gradually integrating into a borderless economic system and a globalized and networked business environment. The competition between domestic and international enterprises has become increasingly fierce. The role of human resource management has been particularly highlighted in this global competition, and has become the core competitiveness of the survival and development of enterprises. The human resource management of SMEs in our country is still in the exploration and initial stage, and there are many serious problems, which have become the bottleneck restricting the healthy and long-term development of SMEs and hindering the progress of SMEs. Therefore, it is urgent and imperative to carry out research on human resource management countermeasures for SMEs. This paper adopts a combination of theoretical research and actual case analysis, based on the new situation of human resource management of small and medium-sized enterprises in China in the 21st century, and in response to the problems of small and medium-sized enterprises in human resource management, it is absorbing and learning from domestic and foreign enterprise human resource management research. On the basis of the latest achievements and useful experience, he has studied how small and medium-sized enterprises can formulate competitive human resource management strategies.

## 1. Introduction

In this situation, large domestic enterprises have advantages in information, technology, and talents, coupled with their abundant capital, so that they can still have a strong advantage in global competition beyond national boundaries. These resources and conditions are beyond the reach of domestic SMEs. The fierce international competition in the 21st century has posed a serious threat to the survival and development of domestic small and medium-sized enterprises that do not have advantages in terms of capital and technology and relatively backward in human resource management. The situation of small and medium-sized enterprises is not optimistic. They not only have to overcome their own shortcomings and deficiencies, and compete with large domestic enterprises, but also face greater challenges from around the world. Today, half a century after Professor Peter Drucker put forward the concept of "human resources", people have become increasingly aware that human resources are actually a special kind of capital resources, which are important and scarce for economic and social development. Strategic resources.

## 2. The Characteristics of Human Resource Management in Smes

Owners of small and medium-sized enterprises are often operators at the same time. The same allows the owners to directly control the entire process of production and operation of the enterprise. Most of the personal qualities of enterprise leaders are relatively comprehensive, and their comprehensive capabilities (management ability, market forecasting ability, interpersonal ability) Relationship processing capabilities, etc.) are relatively strong. Clear property rights are almost a common feature of all small and medium-sized enterprises, which makes the management decision-making of small and medium-sized enterprises more independent and less government intervention. The principles of employment can be determined according to their own needs. Compared with large enterprises, small and medium-sized enterprises can provide employees with a more free

working environment and flexible working hours. It is easier for employees to obtain space to show their talents in small and medium-sized enterprises, and their personal achievements are more easily recognized by enterprises.

Small and medium-sized enterprises are limited by capital and scale, their hardware lags behind large enterprises, and their software, including corporate culture, corporate management methods, and the quality and abilities of corporate managers, also lag far behind large enterprises. Therefore, the division of corporate functional departments cannot be as scientific and detailed as large companies. Some companies have not even set up an independent human resource management department to perform the functions of human resource management; some companies have established an independent human resources department, but they often have a coarse division of labor and a small number of people, and their management still remains in experience management, human relations management, and The stage of blind management. The management of small and medium-sized enterprises depends more on interpersonal relationships rather than systems to maintain, that is, the so-called “personalization” management characteristics are obvious.

### **3. Problems in Human Resource Management of Smes**

The traditional idea of centralization is particularly obvious in small and medium-sized enterprises. This has a great relationship with the development of small and medium-sized enterprises in China. Most of the small and medium-sized enterprises in China were initially formed by relying on individual capital or a voluntary combination of like-minded colleagues. This determines that small and medium-sized enterprises often adopt a management mode of “personal-centered” and “family-led”. The personal endowment and style of entrepreneurs have a profound impact on business management. Their personal charm and charisma are the cohesiveness of the enterprise Main source. And they have gradually become accustomed to using the old set of centralized management methods, and are not reconciled or assured of delegating the actual management power. A common situation is that, whether it is from arranging the production plan of the enterprise or dealing with complex personnel relations, whether it is from formulating the development strategy of the enterprise or managing the financial situation of the enterprise, etc., the managers of the enterprise are all detailed and hands-on. The result of this kind of centralized management for small and medium-sized enterprises must be: On the one hand, managers are tired of dealing with daily affairs and cannot concentrate on thinking and open their eyes to observe, which affects the company's long-term planning and strategy formulation; on the other hand, The middle and grassroots management talents in the enterprise do not have the space and opportunities to exert their talents, resulting in idle and even loss of talents, leading to the lack of necessary talent reserves and severely restricting the further expansion of the enterprise.

Simply regard employees as “economic people.” Managers of small and medium-sized enterprises often treat employees as the same means of production as machinery and equipment, thinking that as long as employees obtain their only job-related needs-money, they can maximize Improve labor productivity while ignoring the feelings of employees. This concept has been seriously out of touch with the development of modern society, because human needs are complex and will change with different development stages, different living conditions and environments, and employees will also continue to produce in the life of the company New motivations and needs.

Narrow understanding of the concept of “talent”. Many managers of small and medium-sized enterprises think that “talent” refers to technical talents. They often only value those employees with professional and technical capabilities who can quickly improve the economic benefits of the enterprise, while ignoring comprehensive talents and talents. The important role of compound management talents in the development of enterprises. This talent management concept that only cares about immediate interests and does not care about long-term development has created great obstacles to the long-term stable development of SMEs, making it difficult for many SMEs to grow bigger and stronger. In fact, talents are multi-level and diversified. They can be either high-level managers or front-line employees in production and operation; they can be senior technology development experts or skilled workers.

The modern enterprise management concept of “people-oriented” has not been fully accepted. At present, the human resource management of most small and medium-sized enterprises in our country is still in the traditional personnel management stage. Most enterprises have not set up a special human resource management organization, and their management functions are mostly determined by the general manager's office or administrative department concurrently serves. Even for companies that have set up a human resources department, their functions still remain within the scope of traditional personnel management such as managing files, wages, and labor insurance, that is, they are still in accordance with the “static” and “things”-centric tradition. The personnel management mode is operated without realizing the “dynamic”, “human” centered modern human resource management.

#### **4. Sme Human Resources Management Countermeasures**

Although individual SMEs are not very competitive, a cohesive SME community with a shared future is indestructible. The SME human resources joint strategy mentioned here refers to the fact that in the absence of foreign aid, SMEs hug each other to form a group, from small to large, from large to strong, using contracts as a link, through two or more companies. Independent enterprises have established cooperative relations in human resources and related projects, and developed measures taken to make up for the shortcomings of enterprises in human resources and management, and to change the disadvantaged position of SMEs in competition. Managers of SMEs should realize that in today's international competition, a company's competitiveness is no longer entirely dependent on the resources and conditions within the company, but to a considerable extent on how to form an effective partnership with other companies. Strategic alliance. In this regard, SMEs can learn from the successful experience of international multinational companies and only maintain and develop their core competitiveness in the key links of the enterprise, while in the secondary links or “soft underbelly” links, such as independent product research and development. In areas where small and medium-sized enterprises, such as developing product markets, are relatively weak, they can build close collaboration relationships with similar companies in terms of outsourcing, subcontracting, or joint research and development, and marketing, so as to make full use of horizontal superior resources to enhance their core competition. In this way, the overall competitiveness of SMEs will be shaped to achieve the goal of “multi-win”.

In the final analysis, the competition for talents is the competition of systems. The more knowledgeable people will have higher requirements for a free environment. In contrast, many people will choose companies with a scientific, complete and humanized system. To work and develop. Therefore, an important task of enterprise human resource management is to attract and retain outstanding talents. After entering the 21st century, the international competition for talents has become fierce, making the willingness to flow talents increasingly strong. Companies with flexible employment mechanisms, fair and open remuneration systems, and good personal development prospects are often the first choice for talent flow. In view of the rigidity and backwardness of the human resource management system in China's small and medium-sized enterprises, we must vigorously promote the reform of the corporate personnel system, build a good corporate environment that respects knowledge and talents, and form a scientific, effective and relatively complete recruitment and selection, Appointment, performance evaluation, incentive and restraint human resources management system system, attract and retain talents, give full play to their potential and enthusiasm, and promote the modernization of SME human resources management system.

Performance management is the management of corporate employee behavior and output. It is “through the establishment of corporate strategy, goal decomposition, performance evaluation, and use of performance results in corporate daily management activities to motivate employees to continuously improve performance, and ultimately achieve organizational A formal management activity of strategy and goals” is an extension of the concept of “people-oriented”. Compared with other management forms, performance management pays more attention to the personal development of employees and provides help for them to realize their career plans. Small and

medium-sized enterprises should strengthen the training of “senior managers”, “human resources”, “business departments” and “frontline employees” in performance management, so that everyone can realize the importance of performance management and master the basic ideas of performance management And skills; senior managers must change their views on “performance management”, they should recognize the important role of performance management in the realization of the company's strategy, and communicate with human resources and business departments to make it possible to combine performance management with strategy; When designing the performance management system, the Resources Department must involve “senior managers”, “middle managers of business departments”, and even “frontline employees” in order to ensure that the designed performance management system meets the business development of the company Need, and at the same time, consider the coordination of various links to form an organic whole; middle managers of business departments also need to change their concepts, and realize that “performance management” is designed by enterprises for business departments to help business departments improve performance A management tool, rather than a tool used by the human resources department to “manage business departments”, business department managers should take the initiative to promote the implementation of performance management to improve department performance.

## **5. Conclusion**

The 21st century has brought new challenges and rare development opportunities to the human resource management of small and medium-sized enterprises. It also puts forward higher requirements for the human resource management level of enterprises. Small and medium-sized enterprises must fully realize the many problems and their seriousness in human resource management, upgrade human resource management to the strategic position of the enterprise, and take concrete measures as soon as possible to implement human resource strategies to adapt to the increasingly fierce domestic Competition in the international market. Based on the theory of human resource management and strategic human resource management, this paper analyses the opportunities and challenges that economic globalization in the 21st century brings to the human resource management of small and medium-sized enterprises. Based on these problems and influencing factors, a corresponding systematic and scientific human resource strategy has been formulated.

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