

# Problems and Countermeasures of Human Resource Management in SMES

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**Abstract:** Enterprise is a large proportion of social enterprises, a wide range, in many areas have their own characteristics. Human resource management is a problem that all social enterprises must pay attention to, which plays a decisive role in the development of small and medium-sized enterprises. Human resource management is a reasonable combination, deployment and management of certain human resources. At the same time, human thoughts and behaviors are properly induced and coordinated to give full play to human subjective initiative and make full use of talents. Small and medium-sized enterprises are relatively lack of funds, the ability to manage human resources is relatively weak, can not be relatively perfect, prone to many problems. Therefore, it is necessary to analyze the process and methods of human resource management in small and medium-sized enterprises, find out the existing problems in time, put forward targeted solutions, improve the situation of human resource management in small and medium-sized enterprises and optimize its structure.

## 1. Small and medium-sized enterprise human resources management overview

### 1.1. The purpose of human resource management in SMES

Small and medium-sized enterprises to retain their own advantages, in their own ability, reduce their own disadvantages, which requires excellent talents, technical skills and knowledge support, strengthen the recruitment management, salary management, performance management and other aspects of reform and optimization, solid their own pace of development. It is necessary to integrate, regulate and develop human resources, use limited funds and resources to reward employees so as to effectively develop and utilize them, and promote enterprises to have sufficient human resources. Small and medium-sized enterprises in order to long-term development and benefit maximization, we must optimize the human resource management system, keep the enterprise existing talents and recruitment of external talents, to ensure that enterprises need, can timely respond to changes in personnel ; also for the sustainable development of small and medium-sized enterprises, the need for human resources professionals to manage, develop a scientific human resources training program, establish and improve the performance evaluation system, improve the remuneration package.

### 1.2. The significance of human resource management in SMES

The human resource management of small and medium-sized enterprises has an extremely important position and significance. It is not only related to the development of small and medium-sized enterprises themselves, but also has an inescapable connection with the progress and development of the country, society and individuals.

Small and medium-sized enterprises do a good job in human resource management, effectively explore and rationally use talents, pay attention to the internal needs and development needs of individuals, contribute to the prosperity of the country and the development of society, human resources can be effectively allocated and utilized, bring about the increase of employment rate, increase people 's satisfaction, and promote social stability ; the implementation of the country 's principles and policies requires the support of human resources. These cross-international policies have extraordinary significance for the country 's own progress, and can also enhance the status in international affairs and the enthusiasm of people, so that they have clear goals and correct values,

adapt to society, integrate into the organization.

### **1.3. Implementation process of human resource management in SMES**

The implementation of human resource management includes six steps: human resource planning, recruitment and recruitment, training and development, performance management and assessment, salary and welfare management, and labor relationship management.

Human resource planning is the process by which managers ensure that a given position is adequately staffed at the right time and that they effectively achieve the overall goals of the organization. Firstly, the human resources and organizational situation of small and medium-sized enterprises are analyzed. Secondly, the demand of organizational human resources is predicted, then the planning scheme is formulated, and finally the scheme is implemented. Recruitment and hiring is the process of recruitment, assessment, selection, hiring and configuration to meet the needs of human resources. First determine the recruitment requirements and release them, integrate the registered personnel for assessment and selection, and then determine the recruited personnel and assign them to suitable positions. Training and development requires SMES to invest a certain amount of manpower and material resources to achieve, is an important function of human resource management, to a certain extent, can ensure that enterprises have sufficient human resources. First clear training requirements, then develop a training plan, arrange professional trainers, and finally assess the effectiveness of training. Performance appraisal is a process of performance management, both interrelated and mutually different. Quantitative indicators, the implementation of performance appraisal; refine index decomposition, plan performance management; implement performance management program, implement performance management. Salary and welfare management is used to motivate employees to contribute to the enterprise, safeguard the legitimate rights and interests of the enterprise, and improve the enthusiasm of employees. First investigate and compare the salary standards of the industry; analysis of small and medium-sized enterprises pay their own ability and level, establish the enterprise salary welfare system; after that, feedback is given, and the salary and welfare system is improved to form a way to motivate employees. Labor relations are generated in the labor process between workers and employers, which are related to the interests of both SMES and employees. It is very important to deal with labor relations. First of all, establish employee job transfer and labor contract file management system, formulate employee complaint system to facilitate communication, revise and improve labor relationship management system, and resolutely implement labor relationship system.

## **2. Problems and analysis of human resource management in SMES**

Small and medium-sized enterprise human resources management system is not perfect, there are many reasons. The lack of funds leads to the failure of enterprises to have great action in the management of human resources, so the system will have a gap from the actual situation of enterprises; inadequate and complete understanding of human resource management, lack of experience in human resource investment. Small and medium-sized enterprises to be aware of these reasons, in order to adapt to market requirements, to maintain sustainable development in the market.

### **2.1. Lack of a sound institutional system for human resources management**

First, Small and medium-sized enterprises lack of clear assessment standards and measurement scales. The performance evaluation method is not perfect, and it can not be adjusted according to the results of the evaluation. Second, The training system is not perfect. Small and medium-sized enterprise staff training is scattered, the connection between departments is not close enough ; enterprise ' s human resources department structure is simple, human resources planning does not conform to the long-term development strategy. Third, The salary system is unreasonable. Small and medium-sized enterprises in the salary and welfare system there is no uniform standard, nepotism of employees relative to large enterprises easier to enter. Forth, Poor communication mechanism. Most enterprises because of communication barriers, low efficiency of employees. When the enterprise

wants to make decisions, the leader will only ask the opinions of other managers.

## **2.2. There is no reasonable planning for human resources management**

Small and medium-sized enterprise human resources management due to small scale, shortage of funds, human resources planning lack of reasonable, long-term planning, enterprise human resources demand, policy does not match. Enterprises can not focus on the current stage of enterprise talent selection means to evaluate the ability of job seekers aging standards, there is no talent to recruit, manage talent, good to retain talent reasonable and long-term planning.

The human resource planning of enterprises is generally short-term and has no long-term development strategy planning. Therefore, there is often a lack of strong professional talents to carry out some projects with great development power. Managers of enterprises are focused on interests. If they find that human resource management is still sluggish after investing a lot of money and material resources in human resource planning, they will decisively choose to give up.

Human resource management planning is not scientific. The process of human resource planning is too simple. The mode of human resource management is rigid. It follows the working mode and thinking of the old system. The understanding of human resources is not comprehensive. It can not reasonably plan and allocate human resources, which makes the enterprise human resources reserve insufficient.

## **2.3. Defects in human resources management concepts**

Small and medium-sized enterprise human resources concept is weak, managers pay attention to profits and interests, enterprise limited resources will be put into business expansion and promotion, ignoring the human resources, restricting the long-term development of small and medium-sized enterprises; because of the small size, enterprise management changes with the concept of managers, which is not in line with the current market mechanism.

Small and medium-sized enterprises rely on the leader's management style and way of doing things when they start to develop. It has become a habit to listen to the leader's arrangement and follow his command. At the same time, the leader's personal strength and charm is a key point to guide the enterprise. Nowadays, with the development of the socialist market economic system, the market has gradually matured and the market competition is becoming more and more fierce. Driven by the leaders to act without any update and reform, it will be separated from the trend of modern enterprise development.

## **2.4. Lack of professional human resource managers**

At the beginning, small and medium-sized enterprises were managed by founders, which basically covered all aspects of management. It was also with the leadership of the founders that enterprises were able to develop; with the strong development of enterprises, the founder of the leadership has been unable to meet the expansion and upgrading of business, which requires enterprises to recruit talents with professional knowledge background to engage in relevant human resources management, focusing on the improvement of human resources. Due to the small scale of enterprises and few opportunities, almost no professional human resources management related talents are willing to work in small and medium-sized enterprises, so this also leads to weak human resources management in enterprises. Most small and medium-sized enterprises in order to reduce the cost of business, human resources management work is handed over to the enterprise a senior side by side to do, did not set up the Department of human resources ; however, senior management generally only understands the recruitment and recruitment process of some personnel.

## **3. Research on solutions to human resource management**

### **3.1. Improving the system of human resource management**

First, improve the incentive system. Appropriate according to the needs of different talents, the implementation of appropriate incentive system. To retain staff, a good incentive system is needed. Appropriate according to the needs of different talents, the implementation of appropriate incentive

system, to be fair, just and effective, play the role of incentive. At the same time to develop a standardized performance appraisal and evaluation system, give clear standards and scales to enhance the initiative and enthusiasm of employees. Second, improve the training system. Training staff on the basis of cost, more importantly, a human resources development investment, to bring greater returns to SMES. Training should combine the career development needs of employees and the requirements of enterprises, strengthen the structure of human resources, unify the standards of training system. Third, establish a reasonable salary system. Enterprises must establish a reasonable remuneration system, to maintain a certain degree of competitiveness and wage growth, to maximize the mobilization of staff initiative. Forth, establish smooth communication. Establish direct communication with employees, so that they can participate in and complete the work better.

### **3.2. Make reasonable human resource planning**

SMES must establish a correct and scientific concept of human resource management. Pay attention to the importance of talent to the development of enterprises, the human resources as an important development resources. Enterprises should formulate corresponding plans at different times and different needs. In fact, the competition of ability between enterprises is the competition of talents. Whoever has excellent human resources will occupy an advantage in the competition. American enterprises attach great importance to talents.

### **3.3. Update the concept of human resource management**

The concept of human resource management in small and medium-sized enterprises is based on the development of enterprises. It is formed well in the early stage of enterprise development. With the basic stability of enterprise structure, managers will ignore human resource management, and the concept will become weak. The concept is actually an ideological existence for the enterprise. With the existence of this consciousness, it will naturally think of human resource management, and then attach importance to and reform the human resources of the enterprise.

First, managers should learn. Large enterprises at home and abroad have such cases, to learn their management philosophy, and then according to their own actual situation to modify. Secondly, some experts or senior management of large enterprises can be invited to give lectures, so that managers and employees can understand the importance of human resources concepts and the new forms and points of some management concepts in today's enterprises in the form of lectures.

### **3.4. Hire professional human resources managers, standardize human resources management**

Small and medium-sized enterprises are generally lack of professional human resources management personnel, so human resources management is not standardized. For enterprises in the bottleneck of development, it is urgent to hire professional human resources managers to break the bad atmosphere of enterprises in human resources.

Managers should be willing to invest in human resources management costs, to provide professional human resources managers with good salary and welfare and other conditions, to attract some professionals to apply for, and to strengthen communication to understand their career expectations, make timely adjustments to meet their career needs, retain some really good human resources managers. For the recruitment of human resources managers, the degree of control should be appropriate, not completely laissez-faire to adjust, to timely tell him the basic situation of employees and some attention points of the enterprise, to avoid some serious consequences in the management work. Tough and soft, making human resources managers from the heart of the enterprise human resources work hard, with professional knowledge to standardize the work of human resources management, with action into the small and medium-sized enterprises in the organization.

## **4. Conclusion**

The human resource management of small and medium-sized enterprises is related to the appreciation and development of enterprises. It is necessary to invest funds and energy to strengthen

the management of human resources from many aspects. Perfect human resource management system, reasonable planning of human resources, update the concept of human resources, hire professional human resource management personnel, every step is indispensable, must be implemented seriously.

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