

Research on Countermeasures and Suggestions of Human Resource Management in State-owned Enterprises

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Abstract: Human resource management plays a great role in promoting and supporting the development of China's state-owned, As for human resource (HR) management in the state-owned enterprises, there are many issues such as backward in the management, inadequate attention of the leader, imperfect of incentive system, non-standards of assessment criteria, imperfect of evaluation system, unreasonable employment system and lack of development investment and so on. On the basis of analyzing these issues, this paper is aimed at putting forward some countermeasures and suggestions to strengthen HR management.

Keywords: State-owned enterprise, Human Resource (HR) management, problems and countermeasures

I. THE CURRENT SITUATION AND MAIN PROBLEMS OF HR MANAGEMENT IN STATE-OWNED ENTERPRISES

State-owned enterprises are the pillar of the national economy, is at the forefront of economic reforming, the establishment of a modern enterprise system process, the state-owned enterprise's operation and management system had changed, ability of adapting to the market economy has ascended, however, because our country suffer from chronic planned economy idea and the system constraints, resulting there are still quite a few problems in human resources management in actual work that human resources management is not optimistic, especially since entering new century, with the deepening of reforming and opening up, the rapid development of market economy, a large amount of foreign capital enterprise to enter into China, the reform of state-owned enterprises is in the ascendant, modern enterprise management gradually as "human resources management" replaced. With skilled in enterprise's importance enhancement, the state-owned enterprise attaches great attention to human resources development and the supervisory work. Currently, due to the long-term effects of system constraints, state-owned enterprise human resources management are not timely follow-up, causing our country is restructuring or just completed restructuring of state-owned enterprise have a gap between the modern enterprise should be supporting the level of human resources management, the human resource management of state-owned enterprises is still in the

traditional work most lower level of the personnel administration phases, and don't play their due role, resulting in our country for a long time in human resource development and management optimistic, the present situation limit the development of the enterprise. Its main problems as follows:

1. The concept on HR management is lag behind and the leader doesn't pay enough attention to this issues. Human resource management concept of lag makes modern human resources management idea hasn't completely thorough popular feelings; management framework has not been formed. In the enterprises to make its development strategy, the human resources development planning was ignored, also do not consider the enterprise's human resources situation and the enterprise HR system, whether or not can effectively support business development strategy, thus seriously hampering the realization of enterprise development strategy. At present, although human resource management concept has been accepted by people, most companies have also set up human resources department, but many state-owned enterprise managers for human resources management in enterprises can't understand what a role does they play, causing many state-owned enterprises still stay in ditches that leadership thinking mode of management, such as in the employing, only pay attention to the enterprise internal coterie, take employee as management control tool, not the man as resources or do not attach the importance to this resource exploitation, just by seniority, heavy relationship light performance and pay attention to the

reality of the education, cultural degree and work ability and ignore human further study, the improve needs of the people as cost, rather than for the development of resources, focus on how to save cost, ignored training employee development work, etc. Thus inhibited the employees' working enthusiasm and creativity [1].

2. The Imperfect incentive system leads to the brain drain seriously. In management, due to ignored human's interests and subjective needs, in income distribution and performance evaluation about the lack of income distribution system, tie the income distribution of big-pot roce phenomena and equalitarianism tendencies are still very common. Due to lacking of talent values, ranking tendencies is also very serious, this lack of fair value assignment distribution, making most talents can't materialize labor value. In addition, compared to private enterprises and foreign enterprise, the state-owned enterprise employees in salaries and bonuses material incentive to still have a large gap, especially in the senior management personnel and outstanding enterprise backbone, treatment, treatment is lower, when talent feel difficult to reflect their own value, they will resign, firewood to leave or job-hopping to seek other may meet opportunities. According to the survey, the state-owned enterprise loss in the personnel that most human capital and high content of senior management staff and technical backbone or technical personnel. However, at same time these enterprises upper management and technical backbone and the loss of technical workers, they lack complement, undoubtedly state-owned enterprise management has become a very serious problem. This makes the inputs for these personnel cultivation get no reward, and have to recruit again, the cost will be higher to train the relevant personals. At the same time the outflow of human resources and will cause the enterprise's business secrets leaked. This will directly weaken the enterprise's competitive ability. In addition, the state-owned enterprises in provides staff development, training, career planning design and other forms of spiritual incentive take too little attention. Many enterprises take employee training as increase their costs, has neglected the training is the enterprise realization management tool, the goal means to promote enterprise development and achieve operational management. Therefore, cause the lacking of state-owned company worker training, causing the human resources overall knowledge updating slowly, human resource potential not fully play [2-4].

3. Assessment standards is not standard and evaluation system is imperfect. At present, the state-owned enterprise in different industries formulated different evaluation standard, cause appraisal standards is not standard, not quantification, the actual

evaluation is hard to navigate. Most often decides talents' value by the state-owned enterprise managers' impression, due to the different experience, ability and treating talent views, the concrete operation of hard to avoid unity, because of the different person, firmness make an objective, fair and justice of selecting principle, which can't materialize the assessment, resulting accuracy is not high, lacking of objectivity, such assessment is very easy to frustrate the enthusiasm of some employees, and most unit performance evaluation system and post evaluation system is not perfected, unreasonable, make forms, make cut-scenes phenomenon serious, the staff degree of self-discipline is low , assessment and evaluation effect is not apparent, incentive system is difficult to reach the goal. The specific displays in: (1) the assessment methods single. Single assessment method is mainly in leading assessment. It can prompt bad style that staff only know their boss, only obtains the superior leadership's recognition, do only leadership can see articles, while ignoring the surface with colleagues and mass requirement, do not do solid work, (2) Assessment result no mean for using . At present, most of the state-owned enterprise to grade certificate and titles in the bonus, promotion endowment, promotion position without classification, which greatly weakened state-owned enterprise personnel appeal excellent talent. (3) Assessment system is not clear. This phenomenon is more take forms and not earnest. at the end of the year, have a meeting elected several advanced employees, no specific basis, to find balance, then appeared the phenomenon to take turns to be advanced, advanced model demonstrative effect is useless played out. 4 Appraisal standards too general. the quantitative available criteria to measure too little. 5 The feedback of assessment results k is bad. Most enterprises don't feedback the assessment result to employees, and gives correction shortcoming and future work direction [5].

4. Employment system is not reasonable and perfect. The state-owned enterprises in personnel selection is under the planned economy affecting, fully management jobs and the relative autonomy is still lack of .Some state-owned enterprise important persons directly selected by superior departments, these workers are not choose according to enterprise needs, and is part of the state-owned enterprise leaders with paternalism ranking is more serious, even the curtain, and more serious favoritism is as long as had been promoted to positions of leadership, in spite of his work is whether outstand, are difficult to exit from the positions of leadership, it is virtually blocked the ways of other talents promotion, the personnel selection of power of weld, often causes information flawed, vision is not wide, transparency bad, channel

is narrow, difficult to all-round, accurate and objectively evaluate and use every employee.

In addition, the state-owned enterprise personnel selection is greatly influenced by seniority, coddles traditional ideas and habits, to a great extent, position isn't set by things and person isn't selected by position, The position in state-owned enterprise is set by person, which lead to talent idling and resources wasted seriously, many people can't get fully space to exert their ability, profession for wrong, talent, underused talent phenomena are very common, especially the enterprise internal isn't form employee turnover system yet, many employees long in the same job, no challenge, a organize of lacking energy. Finally, the state-owned enterprise personnel selection basically is still in the old orbit, lack of legal standard and scientific operating procedures, employing standard concerned, should be having both ability and political integrity, and objectively speaking, should be the public opinion and performance equal. But in practice often vary wildly, cannot reach the expected effect.

5. The ability of employees have been decreased due to the lack of investment in HR management Some enterprises only stressing senior training, neglecting the general staff training, even if some enterprise employee training, due to lack of system plan and clear objectives, training shows cope, optional, temporary, didn't take detailed analysis for training need of the investigation and formulate overall long-term training plan, make knowledge aging phenomenon serious, cannot understand new technology promptly, new technology, new equipment and grasp the advanced science and technology, many potential employees is difficult to be exhumed, cause the whole enterprise human resources quality low, virtually caused their waste, thus make the enterprise core competitive decline [6].

II. STRENGTHENING THE COUNTERMEASURES AND SUGGESTIONS OF HR MANAGEMENT

HR management problems have already been seriously hindering the development of state-owned enterprise, in order to solve these problems, we must correctly understand the important problems such as China's state-owned enterprise brain drain, the innovation system of talents training and the use of them that can rapid the development of state-owned enterprises, therefore, we must break the traditional concept outdated, citing modern management idea, to transform the enterprise flow sheet, establish people-oriented modern human resources management system, in order to adapt to the needs of the development of the enterprise.

1. Establishing a people-oriented management philosophy and taking the talents as scientific carrier, is the pioneer and the advanced productive forces

undertakes, human resources as the most initiative of the first resource, for the liberation and development of the productive forces has special significance, the human resources management should be enterprise leader's arms, is the leader's long-term management partner, as business leaders should emancipate our minds, change ideas, set up a set of scientific and effective system of employing, establish the dominant role in management, management activities must revolve to mobilize the enthusiasm of the employees, initiative and creativity to undertake and conduct, meanwhile, has to respect employees' benefits, variable control for respect, enough attention should be paid to the employee on the material and spiritual needs, to create a comfortable working environment for employees. In addition, training staff team cooperation spirit and absorbed work style, dedicated working attitude, achieved the enterprise and employee exchange heart, making the enterprise has a feeling of cohesion, and keep the enterprise's development i sustainable development of the power the future [7-9].

2. Designing a reasonable salary system and establishing a long-term incentive system. State-owned enterprises must reform original big-pot rice and equalitarianism salary system, and establish a performance and efficiency on the basis of distribution system, tilt to a key position and special talents, set reasonable salary gap, implement diversified reward structure, risk mortgages, talent share shareholding, motivation of diversified distribution form, achieves the talents' return and enterprise asset appreciation associated with enterprise development, the benefits to contact with appreciation, make talent realize that enterprise recognize their work performance, and real in treatment, objectively reflect the talent's value, ensure all kinds of talents get the equal remuneration to their labor and dedication, it is the focus of human resource management tasks to establish and improve the effective encouraging system and apply the right incentive technique. At present material incentive is used commonly, namely more embodied in the distribution of wages, for the state-owned enterprises, relatively reasonable and effective wage system should be post performance pay system, employee wages depends on individual posts, salary, qualifications and performance situation, this kind of salary system with high transparency, facilitate supervision. Increased chances of employees to participate in the enterprise management, which will increase the sense of belonging, promotes staff employees work quality, thus help them realize their job satisfaction. Therefore, in order to reduce the loss of outstanding talent, we must make it in salary designed: (1) introducing market price system, adjust the distribution relationship. (2) Establish to post salary gives priority to the salary system, clear

responsibilities and skill, is executed with hillock fixed income, hillock variable salary change principles. (3) Break the restrictions thought of ranking. Make staff put all their energy and talent spent on the most suitable work, thus innovation to their maximum working efficiency and performance. 4 at the same time in insisting priority to efficiency of the principle of distribution, employees' historical contributions should be considered.

3. Improving the performance evaluation and evaluation system. An enterprise may promote the staff's ability and potential development through establishing scientific performance evaluation system, stimulating each staff's work enthusiasm and innovation spirit, , in order to form a high efficient work team, the first to formulate the reasonable salary incentive policy, through adjusting income distribution relationship and implement internal's salary system measures to attract talents, stabilizing personnel role. Next, take 360 degree examination, namely on employees assessment, ask its superior, colleagues, subordinates, themselves and the external personnel joint participation, but make sure any kind of assessment information sources are fair and accurate, avoid personal emotional in assessment process. Finally, in the inspection method, qualitative assessment should be combined with the quantitative evaluation, in order to avoid assessment focuses on a spy sequence, can use ratio of comparative evaluation method, for the enterprise special groups, using special inspection targets and assessing method. Third, must strengthen relationship of the performance evaluation and punish remuneration, promotion and training. Examination of the role is to make the employee and enterprise to form a benign interaction, develop together, and in this idea guidance, setting up the index and different assessment weight, the results according to 100 points summary divided outstanding, good, qualified and the unqualified four ranks and then determine the adjustment coefficient of various ranks. Final worker's performance evaluation score, should be the performance evaluation score, multiplied by the department performance adjustment coefficient, such result is fair to the worker performance assessment, simultaneously also bond workers and organizational goal together [10].

4. Optimizing human resource structure and establishing scientific talent selection system. In order to solve the unreasonable state-owned enterprise personnel system and not sound phenomenon, we should rely on system to manage, and make a set of scientific and reasonable enterprise personnel system and internal competition systems. To achieve this request, first enterprise in hiring workers must be open and transparent, procedures must be fair strict, truly achieve the human resources management new

situation where outstanding first, useless last, and the common wait avoid employing highly centralized power and unopened operation, in order to reduce the employing errors to prevent and overcome the personnel rampant. Secondly, take fully follow the mass line. Change a few choice to Most people candidate The third should formulate high-quality talent cultivation plan, tested select promising talents for further study. Especially it is important to ability and the level of cultivating talents. At the same time, we need to establish a scientific and reasonable human resource assessment system. Set up the concept of elite manage enterprises, train a number of high quality, high-level elite talents to lead talent team, promote the whole enterprise talent team develop and expanse constantly. Finally, if the head of the enterprise will recommend one person to work as his level in the company and the head should also undertake the joint responsibilities.

5. Increasing investment in human resources development and improving the state-owned enterprise quality of employees. The staff's career training and re-education is human resource regeneration and necessary for the development of human resource management, but also the inner component. If Enterprise want achieve sustainable development, they must increase investment in human resources. Especially some economic well-performing enterprises should take human capital investment enterprises as a part of the investment. using these training fund in a scientific and reasonable way, and financially to budget, and supervise the use of training funds, avoid misappropriation, waste happens, make it to have the good profit. In addition, in order to build a well internal learning environment, which will help employees and management to fully realize the importance of human training, enhancing employees' participation, make them always keep buoyant enthusiasm, the training work shall establish scientific and reasonable long-term, medium-term and short-term plan, in training content and structure should have both macro and micro, and also include; Both real need, and there a forward-looking, pioneering culture. Finally, the training effectiveness evaluation should be strengthened. Training effect quality finally should be reflected in employees' actual work, only the training which can truly improve employee performance is significant training, therefore, enterprise should contact the training and assessment results with the training personnel's promotion, promote, and mount guard, really reflect the purpose of training and effect, in order to ensure the training effect, should also assess the training result, so that can investigate whether the training achieve the desired effect [11].

In general, the problems in the human resources management of state-owned enterprise was not happened accidentally, In order to solve those problems in the process of management, it is necessary to strengthen the consciousness of human resource management, increase the opportunities of training and perfect HR incentives system. Whether HR can provide necessary advantage for the survival and development of enterprises, it completely depends on enterprises' human resources management. State-owned enterprises only make efforts to establish a new set of the state-owned enterprise human resources management system that can adapt to economic development in our country, benefit from the state-owned enterprise reform and development and attract talents and keep talents work in the enterprise longer, fully cultivate the excellent talents fully motivate the enthusiasm of business operators, professional technical personnel and general staff, which the optimal allocation of human resources will be realized and the enterprise will be laid a solid foundation in the fierce competition of the market with an invincible position.

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