

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

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Abstract: The selection of human resource management mode is the core content of the human resources management strategy decision of small and medium-sized enterprises. The result of the mode selection directly affects the business performance of the enterprise. The specific process of selecting the human resources management mode of SMEs is as follows: First, determine the types of human resources management modes of SMEs, which can be divided into three types: commitment type, control type and mixed type. Internal and external factors, and analyze the matching relationship between each factor and the above three human resource management modes. Finally, based on the comprehensive comparison of the influencing factors and human resource management modes, a comprehensive comparison is made to select the human resource management mode that is most suitable for the needs of corporate development.

1. Introduction

The human resource management mode refers to the formation and summary of an organization in many years of organizational management practices. It comprehensively summarizes and refines human resources management objectives, processes, content, and methods, and has been recognized by everyone. A generic term for the style and method of inherent human resources. It is the collective identification of human resource management formed by people in long-term management practice. The human resource management mode of SMEs is a general term for a set of inherent human resource management methods and countermeasures formed by SMEs in long-term production and management activities and human resource management activities.

2. Factors Affecting the Selection of Human Resources Management Modes for Smes

There are many factors that affect the human resource management of small and medium-sized enterprises, the most important of which is the factor of corporate strategy. Corporate strategy is a guide to corporate development, and it has a decisive guiding role in the choice of corporate development. Secondly, there are factors related to the culture of SMEs. The human resource models created by different corporate cultures are completely different. For example, the wolf nature culture shapes an efficient human resource management model, while the humanistic corporate culture shapes an emotional human resource management based on human relationships. mode. Once again, the size of the enterprise, the size of the enterprise directly affects the selection of the enterprise human resource management model.

Enterprise strategy is a guiding strategy that guides the company's progress. It is the strategic basis for the development of all departments in the enterprise. Human resource management must be guided by the company's strategy. The choice of human resource management mode must also be made based on the unique strategy of the company. Matching choice. If the human resource management model of an enterprise does not match the company's strategy, then it will not have a positive effect on the development of the enterprise. An enterprise human resource management model that runs counter to the enterprise development strategy will increase the internal consumption of the enterprise and reduce the company's the competitiveness of the market has a negative impact on the development of enterprises. There are two main aspects of the relationship between corporate strategy and human resource management models. On the one hand, the strategy

of an enterprise directly affects the choice of human resource management mode. The change of human resource management mode changes with the change of corporate strategy. On the other hand, the human resource management model is an important guarantee for the implementation of corporate strategy. The theory of strategic human resource management believes that only when the human resource management mode matches the corporate strategy can better organizational performance. Therefore, corporate strategy is one of the important factors affecting the choice of human resource management mode.

If the scale of a company is small, the number of employees will be relatively small, the internal structure of corporate management will be relatively simple, and matching corporate regulations and business strategies will also be relatively simple. When the scale of an enterprise expands, the number of employees in the enterprise will increase, and the expansion of the main business will increase the number of departments in the enterprise, and the level of the corresponding enterprise will also increase. Then the enterprise has a certain demand for the management of human resources, and the human resources management model has begun to have specific needs in terms of production and management. Specifically, the adoption of a human resource management model by an enterprise must be necessary for the scale of an enterprise's development to a certain stage. Culture as a soft power has a great effect on the human resources management of an enterprise. On the one hand, culture is the source of the enterprise's human resource management model. The management culture and corporate spiritual culture have a certain shaping effect. Chinese culture is guided by Confucianism. This moderation of morality and patriarchy has an important impact on China's human resource management model.

3. Problems Existing in the Human Resources Management Mode of Smes

Competition in today's world is actually a battle for talent. The human resources of an enterprise should be the most important resources of the enterprise. A sound department of the organization should be allocated for management. However, many enterprises in China now regard human resources as simple employment and resignation affairs. Therefore, the professionalism of human resources lack of. This situation is particularly serious in China's small and medium-sized enterprises. They regard the employees of the enterprise as mechanical, and the method used is also a method of mechanical management. The enthusiasm and potential development of employees are insufficient, and the solidified management will also lead to employees. The enthusiasm of the company has been frustrated, and this management concept and model will also stagnate the development of the enterprise, which will seriously lead to the tension of the company's employment and intensify the confrontation between employees and the enterprise.

There are many enterprises in China, and the scale of enterprises has gradually expanded with the development of society. However, China's enterprises have still not achieved much in the construction of talent systems, which has led to the inability of enterprises to manage in the process of management. Although some companies have already made relevant attempts, the results are not good. The cause of this problem is that there are loopholes in the human resource management system of the enterprise, and the lack of the human resource management system depends on management that restricts employee behavior. Enterprises cannot solve the substantive problems of management or promote the development of enterprises.

The human resources model of SMEs and their strategic management planning are closely linked. However, many SMEs in China have not realized this problem, and they still separate human resources from corporate strategies in accordance with the previous inherent planning methods. , Put human resources in the auxiliary position of corporate strategy. How to properly formulate the human resource plan of an enterprise to match it with the strategic development of the enterprise is a major problem faced by China's SMEs in the development process. Many companies often do not consider whether the human resource plan they have formulated can support the development strategy of the enterprise when formulating the human resource plan. Whether the two are consistent in their goals. This lack of knowledge leads to It is difficult to achieve the development strategy of SMEs, and the corporate personnel planning and corporate planning formulated are not

coordinated or even contradictory, which not only affects the further development of the enterprise, but also leads to the failure of the plan. The talent market is the most basic way for SMEs to acquire talents. The degree of competition in the talent market determines how easy it is for SMEs to acquire and retain talents. Therefore, the degree of competition in the talent market is important for the selection of human resource management models for SMEs. influences. When the level of competition in the talent market is low, the supply of the talent market is greater than the demand, and there are more talents to choose from, and SMEs do not need too extensive recruitment channels to obtain better talents with stronger business capabilities; It is highly replaceable, and SMEs do not need much investment in human resource management to retain talents. When the competition in the talent market is high, the supply of the talent market is less than the demand, the difficulty and cost of obtaining talents are high, and SMEs need to increase investment in human resources activities. On the one hand, it can increase the loyalty of internal employees and prevent staff turnover; It can also reduce dependence on external talent markets. It can be seen that when the level of competition in the talent market is low, SMEs tend to choose a controlled human resource management model; when the level of competition in the talent market is general, SMEs tend to choose a hybrid human resource management model; when the level of talent market competition is high At the same time, SMEs tend to choose a commitment-based human resource management model.

4. Selection Model of Human Resource Management Mode for Smes

Analysis of the status of human resource management. The analysis of the current situation of human resources management in SMEs refers to the evaluation of existing human resources activities, mainly including the evaluation of the implementation of existing human resources management, and the evaluation of the impact of human resources management on corporate performance. The analysis of the current situation of human resource management is the basis for the selection of the human resource management mode of SMEs. Through the current situation analysis, we can find out the problems existing in the human resources management process of SMEs, clarify the impact of existing human resources management activities on corporate performance, and set clear directions and goals for further management decisions and human resource management mode selection.

Human resource management mode selection. The selection of human resources management mode for small and medium-sized enterprises is based on the analysis of the current situation of human resources management, combined with the analysis of internal and external influence factors of the enterprise, to decide which way to carry out human resources management activities. The specific process of selecting the human resources management mode of SMEs is as follows: First, determine the types of human resources management modes of SMEs, which can be divided into three types: commitment type, control type and mixed type. Internal and external factors, and analyze the matching relationship between each factor and the above three human resource management modes. Finally, based on the comprehensive comparison of the influencing factors and human resource management modes, a comprehensive comparison is made to select the human resource management mode that is most suitable for the needs of corporate development.

Implementation of human resource management model. The implementation of the human resources management mode for SMEs is the process of formulating the corresponding human resources management practice content and carrying out human resources management activities according to the established model. Any excellent management model needs to be effectively implemented. The human resource management model is the core of the human resource management of SMEs. Specifically, when the human resources management model for small and medium-sized enterprises is determined, it is necessary to first determine whether to establish or improve a human resources management department, and then formulate specific contents of various human resource management practices, such as talent recruitment standards and procedures, training plans, and salary management. System, etc., and carry out human resource management for enterprise employees as required, and finally use scientific methods to evaluate human resource

management performance.

Adjustment of human resource management mode. Human resources management activities of small and medium-sized enterprises are a dynamic adjustment process, and human resources management models need to be adjusted according to the development of the enterprise and changes in the environment. Specifically, the adjustment of the human resources management mode of SMEs is the process of adjusting the selected human resources management mode in a timely manner based on the actual performance of the human resources concept practice, changing internal and external environments, new thinking and new opportunities. To ensure the effectiveness and durability of the human resource management model to promote corporate performance.

5. Conclusion

Based on the three types of human resources management modes of SMEs: commitment, control, and hybrid, this article analyzes corporate strategy, ownership, leadership style, enterprise size, enterprise age, and the completeness of human resources departments. The influence of internal factors and external factors such as the degree of competition in the talent market and technical characteristics of the industry on the selection of human resources management models for SMEs, and the establishment of a model for the selection of human resources management models for SMEs. Significance of theoretical guidance.

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