

Research on Problems and Countermeasures in the Reform of State-owned Literature and Art Institutes

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Abstract: This paper aims to find out the root of the problem by studying the problems existing in the current state-owned cultural relics reform, and proposes certain solutions. It hopes to help the state-owned literary and art academy to carry out enterprise restructuring and promote the comprehensive development of state-owned literary and art circles.

1. Introduction

The state-owned literary and art academy is a major feature of China, and it is itself one of the contents of the construction of literary and artistic culture in China. However, due to long-term state support, most state-owned art academies have lost their vitality. Under this circumstance, most of the state-owned literary and art academies in China are actively carrying out enterprise restructuring. The details are as follows:

2. The problems in the transformation of state-owned literary and art circles

First of all, in the management of state-owned literary and art circles, company leaders cannot correctly understand the importance of corporate culture. At present, although most of the state-owned literary and art academies in China actively carry out corporate culture construction, in the eyes of the leaders of most state-owned literary and art circles in China, the importance of corporate culture is still not high. This is because business leaders often use a few indicators to measure one thing: first, business value. A company leader must put business value first. However, when corporate culture does not reach the level of cultural brands, it usually does not bring commercial value. Therefore, the leaders of the state-owned literary and art circles generally rejected this content, arguing that such construction and application is a waste of time. The second is to measure the intuitive effectiveness of things in the state-owned literary and art circles. Corporate culture lies in long-term dissemination of ideas, not short-term efficiency. Therefore, corporate culture cannot be better evaluated from the perspective of visual efficiency. Finally, assess the possible impact of things. As far as the influence of corporate culture is concerned, the leaders of the state-owned literary and art circles are generally optimistic, but considering the leaders of the state-owned literary and art circles, the corporate culture score will be too low.

Secondly, managers cannot correctly understand the connotation of corporate culture in the management of state-owned literary and art circles. Corporate culture is a relatively esoteric content, because the role of corporate culture is usually implicit and needs to be subtly influenced to play its role. However, most of the state-owned literary and art academies in China do not understand this. This has led to the pursuit of utility by the managers of state-owned literary and art academies, neglecting the application of corporate culture. The content of state-owned literary and art academies management and corporate culture are not well integrated. , the imbalance of corporate culture efficiency. At the same time, this is also because the managers of state-owned literary and art circles are too enthusiastic to pursue performance and care for immediate interests, ignoring long-term development. This is one of the contents that most state-owned literary and art academies

need to comprehensively improve. Otherwise, it will cause internal imbalances and talent problems in the long-term development of the state-owned literary and art academy groups, causing the employees of the state-owned literary and art academy groups to look at the money instead of really caring about the state-owned literary and art circles. After some interference, it may cause the state-owned art academy to quickly shrink.

The first is the lack of understanding of the salary management of the state-owned literary and art academy. At present, the status quo of human resources salary management of modern state-owned literary and art academies is not optimistic. The most important reason is that company leaders don't know enough about compensation management. This has led to a failure to improve the compensation management system. This lack of understanding is mainly reflected in the following aspects: lack of understanding of the role of compensation management. The salary management itself can regulate the enthusiasm of the employees of the state-owned literary and art circles and help the state-owned literary and art academy group run more smoothly. However, many leaders are unaware of this and believe that the lower the wages, the more things they do, the better. This situation has led the company to crush talents. This is an oppressive behavior that will cause dissatisfaction and brain drain. In the end, the reputation of the state-owned literary and art academy group declined, and talents could not be recruited. This is a very vicious behavior that cannot be ignored. On the other hand, there are errors in understanding the functions of compensation management. Many state-owned literary academies only think that wage management is to see how much each employee pays. But in fact, compensation management should be to assess how much compensation each employee should receive. Rather than simply calculating the value, it is better to have a perfect system. According to the actual situation, we guarantee the validity and reasonableness of wages.

Secondly, the employee performance management system is not perfect. In addition to the previous problems, another problem is the imperfection of the employee performance management assessment system. At present, China's wage department is usually divided into several parts, such as A, B and C. This classification is too simple and many employees are unable to earn the wages they have won. As a result, some employees slacked off. This is an intolerable phenomenon. There are two reasons for this: First, the lack of talent. This is a very critical issue. Due to the lack of talent, it is impossible to adopt an absolute professional approach when conducting an assessment. Otherwise, it is difficult for managers to calculate. So use a simple assessment. Second, the leader does not value it. This situation is very similar to the former case, because the leaders themselves do not know enough about the evaluation system, so they will not pay attention to it, so it is impossible to fully establish the evaluation system.

The main reason why the financial construction of the state-owned literary and art academy is not valued is that the state-owned literary and art academies themselves have no financial talents. Although they are currently transformed into enterprises, the financial weakness is difficult to make up. Therefore, after most of the state-owned literary and art academies have been transformed into enterprises, they cannot complete financial construction.

3. The solution to the problems in the transformation of state-owned literary and art circles

The first is to improve the company's leadership can not correctly understand the importance of corporate culture in the management of state-owned cultural and art institutions. In order for leaders to understand the importance of corporate culture, there are two main ways: The first is to let leaders observe other more successful state-owned literary academies. There is a gap between the state-owned art academies. The main reason for these gaps is whether there is a mature corporate culture in the state-owned literary and art circles to guide the development of state-owned literary and art academies. Therefore, the leaders of the state-owned literary and art circles observed other more successful state-owned literary and art academies, discovered their secrets of success, and then established their own corporate culture based on the experience of other state-owned literary and art academies to ensure that the leaders of state-owned literary and art academies can establish corporate culture. . The second is to let business leaders learn advanced theories. Theoretical

research is the foundation of everything. Leaders of state-owned literary and art circles should learn more about corporate culture and management, understand the effectiveness of corporate culture from the depths of their hearts, and objectively evaluate corporate culture. Only in this way can we ensure that the leaders of state-owned literary and art circles can promote corporate culture.

The second is to change the situation in which managers can't correctly understand the corporate culture of state-owned literary and art circles. At present, the leaders of state-owned literary and art circles should adopt two methods to improve the understanding of corporate culture by the managers of state-owned literary and art circles. The first is to let the manager of the state-owned literary and art school study in other companies. Each state-owned literary and art school group has a different understanding of corporate culture. Therefore, if the company wants to develop, it must be able to fully understand the content of the corporate culture in the current society, ensure that the relevant content of the corporate culture can be fully supplemented, and the managers of the state-owned literary and art circles can better use it. This is also the most direct and effective method. The second situation is that the leaders of the state-owned literary and art circles have put forward comprehensive requirements for the managers of the state-owned literary and art circles. As long as the leaders make a comprehensive request, the managers of the state-owned literary and art academies must implement these requirements, otherwise they may face the risk of being fired. Therefore, the requirements of leaders of state-owned literary and art circles are sometimes the best way. Of course, it is also necessary to ask the managers of the state-owned literary and art academy to understand this. Otherwise, it will lead to the careless use of the corporate culture by the managers of the state-owned literary and art academies, which will cause great damage to the management of the state-owned literary and art academy regiments.

The first is to improve the salary management system and improve the rationality of resource allocation. In terms of human resources, the most important aspect of compensation management is the compensation management system. If this system is not reasonable enough, it will cause a lot of problems. Therefore, it is necessary to improve the rationality of resource allocation. The resources in this area mainly involve the following aspects: First, financial resources. This is what every employee cares most. Because the amount of wages is related to the living standards of employees. Therefore, the higher the salary, the higher the employee's dependence on work. From this perspective, financial resources are very important. But the money is not loose, not as much as possible. Because it will make employees feel easy to work and easy to make money, so they will not do their job seriously. It is necessary to measure the content, effort and importance of its work so that it can be fully considered before allocating funds. Otherwise, it will be counterproductive. The second is material resources. This mainly refers to the welfare of the company. Currently, most companies will provide material benefits. These benefits improve the lives of employees in a short period of time. The most common are daily necessities. However, to what extent these things can motivate employees, there is no clear standard. However, as an additional part of wages, the role of this part is unquestionable. It is very common to distribute daily necessities such as rice flour, oil and salt. At the same time, it also represents the company's affirmation of employees, which makes them feel a sense of belonging. Finally, the extra resources section. What is an extra resource? It is the convenience that employees get at work and in life. These conveniences may be just account sharing and information sharing. All of this is considered a disguised wage. Even to a large extent, some employees are paying more attention to these additional resources. The most common example is the employee's internal price. Employees of real estate companies buy their own homes, which are usually cheaper. Therefore, before many people buy a house, they are likely to let their idlers work in real estate companies and get preferential treatment. This is a fact.

The second is to strengthen teamwork capabilities. In view of the current teamwork model in the development of state-owned literary academies, we will gradually improve the overall performance distribution of the team while raising personal wages. All management departments of the State-owned Arts and Cultures Institute work together to improve the efficiency of the team's work by improving the quality of individual employees' work, and to achieve a higher level of collective work. As the main management measure of the current state-owned literary and art institutes, the

cash-waste management model will promote the comprehensive development of the state-owned literary and art academy groups while scientifically and rationally allocating funds. Establish and improve the internal competition mechanism of the state-owned literary and art academy groups, set goals for the subordinate departments of the state-owned literary and art academy groups, distribute more wages to teams with more than work performance, effectively stimulate the enthusiasm of individuals in the team, and realize the development of state-owned literary and art academies. optimize. We should be good at finding talents in our daily work and assigning jobs according to their professional fields to maximize their work advantages. Scientifically and rationally allocate funds and human resources of state-owned literary and art academies, effectively increase the total output value and economic benefits of the power state-owned literary and art academy, and give full play to the maximum value of individuals.

It is very important to adopt the CFO appointment system to strengthen the financial construction of the state-owned literary and art circles. The CFO appointment system is the system for the highest organization to directly appoint a CFO and is very effective for most state-owned literary academies. Therefore, based on its overall situation, this paper proposes that the appointment of the CFO should be divided into three parts.

First, implement a comprehensive appointment system to lead the original team. In order for the state-owned literary and art academy to better implement the CFO appointment system, full appointment is essential. The lack of cooperation among old employees will make it difficult for the new CFO to stand by. In this case, it is necessary to cancel the original finance department and let the new chief financial officer establish his own team to ensure that the new chief financial officer blames his staff. However, the personnel they bring also have certain requirements: First, they are not fully familiar with the company's financial situation, because there is no difference between employees and those who use old employees, and a series of problems will continue to emerge. Second, it should be introduced gradually because the original financial department will be directly removed from the company's finance department. Only in this way can the company's financial problems be guaranteed. At the same time, the appointment of the chief financial officer is also a key point in the company's appointment of the chief financial officer. Only those who are absolutely loyal to the company, noble in character, and outstanding in ability are appointed, otherwise they will be a replica of the original finance department.

Second, the handover process is planned according to the process and is handed over within the time limit. The transfer of the financial sector is a very complex task, but there are some conditions for the transfer of the financial sector. Different companies plan the transition process according to different situations to ensure the smooth transfer of the finance department. The main plan has two parts: the first part is the transfer of the original work, which is the most important for the company, because the appointment of directors is to let the company's finance department do a good job, so you must first hand over the work. The second is the transfer of relationships. The relationship between the finance departments is different in different companies. Therefore, it is necessary to transfer departmental relationships to ensure the smooth operation of the finance department. After such a plan is completed, the time limit is set because its content is already transparent and the time is calculated.

Finally, the responsibility attribution system will be implemented and the remaining issues will be handled by the original team. The responsibility attribution system is also an important system, mainly to let the company find the person in charge after the original financial staff has left the company for a period of time. Among them, the system has two main contents: The first is to determine the content of the responsibility. Different people have different tasks, so they need to be responsible for different content. In this case, it needs to sign content that is relevant to itself. The second is the length of responsibility. After leaving the company, employees are not responsible for the company's affairs for a long time. Therefore, they need to set a time limit for their responsibilities so as to respect the human rights of employees while protecting the interests of the company.

4. Conclusion

In summary, the problems in the transformation of state-owned literary and art circles into enterprises are more diversified. The fundamental reason is that the state-owned literary and art circles have never formed an enterprise system. Therefore, each construction takes a long time to ensure the completion of its construction. At the same time, the transformation of state-owned literary and art academies into enterprises has also meant that state-owned literary and art academies must be integrated into market concepts in order to develop better, otherwise they will be abandoned by the times. Therefore, we believe that the transformation of state-owned literary and art circles into enterprises is both an opportunity and a challenge.

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