

Difficulties and Countermeasures of Personnel Selection in Small and Micro Enterprises

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Abstract. This paper analyzes personnel selection and employment in small and micro enterprises in order to effectively develop human resources of enterprises and realize the coordinated development between enterprises and talents. Based on interviews, seminars, and questionnaires, this paper summarizes the current situation and reasons for the problems including over-concentration of power, lack of democracy, lack of overall consideration, imperfect incentives, and the imperfect welfare system. This paper finds that it is necessary to improve a fair and equitable talent selection mechanism, establish a standard and transparent personnel selection mechanism, build a scientific and rational personnel training mechanism, and set a talent introduction and retention mechanism so as to promote the scientific management and sound development of human resources in small and micro enterprises.

1. Introduction

At present, bottleneck problems such as power over-concentration, unreasonable talent introduction, and unreasonable and incomplete mechanisms still exist in the human resource management of small and micro enterprises, leading to rigid personnel selection and employment and unplanned career development of the employees, which seriously affects the long-term development and sound operation of enterprises [1]. The solutions to these problems are of great significance to the management and development of human resources in small and micro enterprises. Therefore, this paper adopts the online questionnaire method to survey the methods of recruitment and corresponding satisfaction degree as well as the reasons for leaving, and analyzes the current situation of personnel selection in small and micro enterprises, with an aim to provide reference in both theory and practice.

2. Personnel selection status in small and micro enterprises

2.1 Unreasonable recruitment and personnel training

Some small and micro enterprises do not have a human resource department. As a result, the departments in need of personnel have to evaluate the candidates due to the lack of recruitment members [2]. In addition, the person in charge of recruitment may lack the relative professional knowledge and sets neither fixed recruitment standard nor complete training plan for the talents. Temporary recruitment, lac of talent reserve plan, and low quality of recruited personnel make it impossible to meet the talent needs of of enterprises, thereby failing to achieve the purpose and needs of recruitment.

2.2 Simple recruitment method

Based on questionnaire survey targeting employees in 15 companies, this paper finds that 280 out of 690 male employees got their job through relatives and friends, accounting for 40%, while the ratio for female employees is 300 out of 730, accounting for 41%, showing that the main recruitment channel of small and micro enterprises today is based on acquaintances. In fact, we can neither appoint people by favouritism nor just consider the person without any personal connection. We

should investigate the actual situation and long-term planning of human resources and then determine the best recruitment channel for enterprises.

2.3 Over-concentration of power

To save human capital and build trust, many small and micro enterprises are family or partnership businesses without a modern enterprise system, let alone a modern human resource management system [3]. Recruitment in these enterprises is mainly based on the introduction of relatives and friends or the evaluation of leaders, thus leading to the concentration of direct relatives in key positions. The outstanding talents, however, are limited in family business. Small and micro enterprises also lack democracy in this respect, leading to high concentration of power. Some of them still follow the "parental" management model, which results in the waste of talent. There are also some unreasonable situations such as creating a job or a post in order to accommodate a person.

3. Analysis of problems in personnel selection

3.1 Lack of legal regulations

Many small and micro enterprises lack legal rules and regulations and scientific operating procedures in the personnel selection and employment mechanism. Some of them only takes into consideration the short-term interests without a long-term development strategy and planning [4]. In addition, problems including the lack of standardized recruitment procedures, the lack of scientific and reasonable recruitment plans, failing to recognize the importance of systematic personnel training and development, the confusion of the concepts of performance management and performance assessment, and lack of scientific operation still exist nowadays.

3.2 Unreasonable talent introduction

Some small and micro enterprises lack rationality in talent introduction, without a complete recruitment plan or talent reserve or a fair employment mechanism, making it hard to retain the talents [5]. Interviewers tend to evaluate the talents by virtue of their own work experience based on simple interviews. Some enterprise leaders lacking professional knowledge are even inclined to recruit personnel based on the appearance of candidates, making it difficult to recruit real talents to inject fresh blood to the enterprises.

3.3 Imperfect incentives and welfare systems

Some small and micro enterprises implement a double management model in human resource management, meaning that employees with and without personal connections are treated differently without any uniform standards for rewards and punishments (the rewards and punishments are actually hard to be implemented). There are also a double standard in terms of compensation and bonus incentives. An imperfect and unfixed welfare system results in the welfare implementation based on the mood of leaders. In addition, the benefits are basically wages and bonuses, without enough mental incentives.

4. Countermeasures of personnel selection for small and micro enterprises

4.1 Establishing a talent introduction and retention mechanism

According to the Maslow's hierarchy of needs, human needs are gradually developed from low to high levels [6]. After meeting the lower-level needs, people will pursue higher-level ones. In small and micro enterprises, in order to retain excellent talents, it is necessary to establish, adjust, and optimize a diversified talent introduction and retention mechanism based on the levels of different talents. For example, it is feasible to establish a wage system for various levels of posts and an incentive system for talent growth, assessment, supervision, and promotion. In terms of talents retention, it is necessary to create more career development opportunities for employees, cultivate

their sense of responsibility, and create an atmosphere full of love and friendship.

4.2 Improving a fair and equitable talent selection mechanism

Open recruitment is the method used by companies to select and hire personnel, and it is usually divided into internal recruitment and external recruitment. At present, small and micro enterprises are implementing internal recruitment based on recommendation and external recruitment based on the release of announcements. The former one is subjective to personal factors. Therefore, in order to ensure the openness and fairness of the recruitment, the announcement method and the archive method are often adopted in practice. The announcement method can tell employees about the vacancies of posts, so that they can feel the openness and transparency of the recruitment. The archive method can help the HR department to grasp the details of candidates in the shortest possible time, including their education level, skill level, and received training.

4.3 Ensuring a standard and transparent personnel selection mechanism

Firstly, it is necessary for enterprises to establish an open and transparent recruitment and selection system to ensure fair and reasonable employment. In addition, it is crucial to leverage the strength of talents and optimize their values. The company can build a talent pool for outstanding talents as well. Secondly, the enterprises should use the talents according to their respective advantages and support them to do their job in key positions. Finally, the selection based merely on the evaluation of leaders must be changed. It is necessary to break the boundary of education, qualifications, and personal connection, and create an atmosphere featuring fair competition, so that the enterprising and innovative spirits of employees can be fully promoted.

4.4 Constructing a scientific talent cultivation mechanism

It is necessary to implement the selection and employment mechanism based on the combination of cultivation and management. Therefore, enterprises can build a scientific human resource training and development mechanism that contains both the cultivation and the management of talents so as to continuously improve the abilities of employees and rationally allocate them to appropriate positions. Enterprises must have a budget for training so as to ensure its normal cultivation operation. Outstanding employees should also be encouraged to recharge themselves by learning more.

5. Conclusion

According to President Xi Jinping, knowledge is power and talent is the future. When selecting and employing people, small and micro enterprises should change their rigid mindsets and establish a correct concept of talents. They should also establish an open and fair selection mechanism for lower-level workers, a standard and transparent promotion mechanism for higher-level managers, and a scientific training system for outstanding talents. These mechanisms should be continuously improved in order to retain the talents.

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