



Research on the Effectiveness of Talent Introduction and Countermeasures in Small and Medium-Sized Enterprises

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Abstract. Small and medium-sized enterprises (SMEs) are an important part of the modern national economy with a broad socio-economic base. With the development of today's economy, small and medium-sized enterprises are also facing more intense competition. This paper collects literature and data for the talent introduction of SMEs. It analyzes the environmental background faced by SMEs, understands the situation of talent introduction in enterprises by reviewing the literature, and refines the common problems faced by talent introduction in SMEs. Problems on the enterprise side include poor talent introduction channels, limited space for talent development, inadequate human resource management system, and the lack of good corporate culture. For talents, problems are mainly centered on poor information exchange and high mobility. Finally, it summarizes the specific suggestions for SMEs to improve the effect of talent introduction from three aspects: government, enterprise, and talent. The government needs to prepare perfect talent planning, establish various communication channels and innovate the talent policy system. Enterprises should grasp the skills of negotiating with talent interviews, understand adequate information on talents and determine the goals and bottom line to be achieved beforehand, focus on effective communication of information through negotiation language skills during the event and provide sound development guarantees afterward. For talents, it is crucial to seek a balance between their development and that of the company.

Keywords: Small and Medium-sized Enterprises (SMEs), Talents, Talent Introduction.

1 Introduction

Since entering the new socialist era, the construction of socialism with Chinese characteristics requires more high-quality talents. In this regard, General Secretary Xi Jinping pointed out at the Central Talent Conference in 2021 that it is necessary to deeply implement the strategy of strengthening the country with talents in the new era, cultivate, introduce and make good use of talents in an all-round way, accelerate the construction of the world's important talent centers and innovation heights, pro-

vide talent support for the basic realization of socialist modernization in 2035, and lay a good foundation of talents for the comprehensive completion of a strong socialist modernization country in 2050.

Under the guidance of the central government's strategic policy, local governments have introduced talent policies, such as the increasingly fierce urban talent competition in recent years, local governments have introduced a series of preferential new policies on talent at a high frequency to attract talents, such as canceling or relaxing the restrictions on settling down, and granting housing subsidies.

On the economic front, with inflation on the rise and real wages stagnant, the labor market has not become any less competitive. Over the past three years, many industries have downsized to control costs and optimize organizational structures, resulting in a decrease in the supply of jobs [1]. According to Michael Page's survey, there is a positive correlation between the economic downturn and an increased willingness to look for a new job, with 60% of 3,000 mainland Chinese respondents saying they are more likely to job-hop when the economy is performing poorly [2].

In addition, according to the Link 2023 Future Recruitment Trends Report, economic uncertainty affects companies' hiring preferences. As uncertainty increases, companies need to be more flexible and quick to react to sudden market changes. To that end, employers may increasingly rely on temporary talent, such as contract or odd jobs, which can scale up and down depending on demand. With the development of the economic and social environment, people will pay more attention to the development of personality, which puts forward higher requirements for the diversity and inclusiveness of the workplace environment. Therefore, the introduction of talent requires companies to be able to adhere to people-oriented and long-termism and to build a more humanized corporate culture. In addition to the economic development, the social labor cost rises, and the burden of enterprise employment costs increases.

Based on the above social background, this paper focuses on small and medium-sized enterprises (SMEs), through reviewing the literature, it distills the common problems faced by SMEs and provides them with suggestions for solving them, to achieve the goals of meeting the needs of talents, promoting the development and innovation of enterprises, enhancing core competitiveness as well as handing down and transmitting the culture of enterprises. Through effective talent introduction, SMEs can better adapt to market changes and realize long-term sustainable development.

2 Common Problems in Talent Acquisition

2.1 Enterprise

According to the research, at this stage, the talent introduction problems faced by SMEs are mainly related to the following elements.

Poor Talent Introduction Channels. Small and medium-sized enterprises in the introduction of talent have obvious geographical characteristics, the lack of cross-regional talent recruitment activities, the introduction of talent is not enough publicity, not strong, publicity mode and attract talent platform is relatively single. In addition,

the survey shows that the recruitment channels for talent introduction by SMEs in China are relatively narrow, mostly recommended by acquaintances, posting job announcements, and labor market recruitment [3]. Participation in recruitment activities such as online recruitment, campus recruitment and headhunting recruitment is not high [4].

Small Enterprise Scale, Limited Space for Talent Development. In terms of production scale, staff capacity, total value of assets, etc., small and medium-sized enterprises are in a disadvantageous position, the scope of business development is limited, and can not provide a broad space for the development of talent [3]. Therefore, many talents think that SMEs are not conducive to the realization of their career planning goals. In addition, compared with the significant stability of large enterprises, talents entering the work of small and medium-sized enterprises are bound to bear greater risk pressure [5].

Inadequate Human Resource Management System. Small and medium-sized enterprises generally lack systematic, perfect, long-term human resources planning, human resources management system is not sound, can not provide good protection for the talent, the lack of upward channels for the growth of talent, talent is very easy to lose after the introduction of the specific embodiment of the following aspects:

On the one hand, unreasonable salary treatment and a single incentive approach. Small and medium-sized enterprise capital scale is limited, capital mobility is insufficient, compared with large enterprises, the salary and compensation of talents are less competitive. Many talents in the enterprise did not get a return proportional to their payment so the talents jumped ship and chose a more suitable enterprise. Compensation mechanism construction lacks systematic, and extends the traditional "basic salary+bonus" approach, for the talent of the pay incentive is relatively weak, according to Maslow's hierarchy of needs theory, it is known that the talent to meet the physiological and safety needs will pursue higher needs, small and medium-sized enterprise compensation and incentive mechanism lack of analysis of the needs of the talent to understand, not for different types of talent. Understanding, there is no targeted salary protection for different types of talents, which is not conducive to the introduction of talents [6].

On the other hand, unclear human resources planning. Small and medium-sized enterprises lack medium- and long-term human resources planning, and the lack of scientific and systematic analysis, forecasting and planning of the enterprise's talent demand and supply, to a certain extent, resulting in the use of human resources disorder. Lack of positive and effective development and management in human resources management, the lack of system regulations, the incentive for talent is more difficult to cause the loss of talent, is not conducive to the establishment of a good corporate image, and also increases the difficulty of the subsequent introduction of talent. The difficulty of introducing talents in the follow-up [4].

Lack of Good Corporate Culture. Most of the small and medium-sized enterprises lack attention to the construction of corporate culture [5]. Lack of communication and exchange between employees and superiors, employees and employees [4]. On the one hand, the enterprise has not created a talent development environment that respects, uses and loves talents. On the other hand, the value of talent is not valued,

and the sense of corporate identity is not strong, which ultimately leads to difficulty in attracting and retaining talent in SMEs [7].

2.2 Talents

Problems in the area of talent are mainly centered on poor information exchange and high mobility.

Most of the small and medium-sized enterprise activities are limited to a certain region, with strong exclusivity, cross-regional talent recruitment activities are seldom carried out, the information exchange between enterprises and talents is insufficient, and the talents do not understand the recruitment needs of enterprises and recruitment information [5].

In addition, for the talent, small and medium-sized enterprises by the scale, capital, popularity and other strength factors, the attraction is weaker. Talents mostly take these enterprises as their "transit station" and "training ground", so the mobility of talents is high, low stability [4]. Small and medium-sized enterprises for experienced and skilled talents can not meet their own development goals and expectations [3].

3 Suggestions

This paper focuses on the study of the development of talent introduction in SMEs and finds the common problems of limited space for talent development, poor channels for talent introduction, unsound human resource management system, and lack of good corporate culture. Most of the above problems are related to poor information, and the introduction of high-level talent in enterprises mostly adopts the way of negotiation and communication to attract talents to enter. Through reviewing the literature, this paper starts from the perspective of negotiation to explore the experience worth learning from the introduction of talents in SMEs and realizes the information inter-communication between talents and enterprises through negotiation. This paper also summarizes the three aspects of government, enterprises and talents, and concludes with recommendations.

3.1 Government

First, prepare perfect talent planning. Local governments should be based on a comprehensive and in-depth investigation and research, scientific preparation of local talent planning, in a full understanding of the talent needs of small and medium-sized enterprises based on the introduction of local talent for a comprehensive, long-term plan, the design of supporting action programs to improve the introduction of various types of talent platforms, and through the policy guidance to promote enterprises and talents.

Second, establish various communication channels. Led by the government, the organization and the designated cities to carry out high-level talent cooperation and exchange activities, through strengthening and various types of high-end human re-

sources institutions, cooperation and exchanges, to build a more high-quality international, market-oriented talent service platform for enterprises to establish the introduction of high-quality talent counterparts to form a good channel.

Third, innovate the talent policy system. The local government needs to ensure that the relative advantage of talent policy to ensure that a steady flow of talent settled, otherwise the talent will slow down the inflow, or even flow to other regions; for different talents to establish targeted policies; increase the introduction of talent to the enterprise's financial support.

3.2 Enterprise

Nowadays, recruitment interviews are the most important way for SMEs to introduce talents, enterprises and talents exchange information through a series of negotiations. This part starts from the perspective of negotiation between enterprises and talents, and puts forward suggestions for enterprises from three levels: beforehand, during the event and afterward.

Adequate Information on Talents. Before the start of the talent acquisition process, it's important to collect talent information and determine the goals and bottom line to be achieved.

On the one hand, with the help of a variety of media publicity, enterprises can cooperate with universities, headhunters, pay attention to other companies in the same industry personnel mobilization, take the initiative to collect talent information, and gradually establish a talent information base for the company, access to a variety of forms and methods of introduction of talent. On the other hand, the development of job descriptions that meet the needs of the enterprise's job description, job requirements description. Facing the emergence of new technologies and new positions, it is necessary to analyze the work in time according to the environmental changes and do a good job of back-testing and corresponding ability testing to ensure the accuracy of job matching [5].

Before the negotiation, the enterprise must also determine its own goals and concessions for the bottom line, if the negotiation process occurs more than the bottom line, the negotiation will not be able to proceed smoothly. Concessions within the target range of rationality, science and feasibility, risk avoidance for a reasonable assessment, at the same time to be based on the information collected and the actual situation [8].

Focus on Effective Communication of Information. In the negotiation process with the talent, pay attention to the use of negotiation language skills to understand the talent needs and get effective communication of information.

Firstly, the listening skills. Listening helps to think and dig, through the expression of the talent to explore its motives and needs. Grasp the needs of the talent, enterprise can adjust their strategies in time, within their own goals to give preferential treatment to talent, to attract talent into the enterprise. While listening, it is also necessary to consider how to inquire about the other party, develop a multi-faceted inquiry based on the other party's language expression, and conduct a discussion of open-ended and closed-ended questions [8].

Secondly, the expression skills. In the negotiation process, the talent should be clearly articulated to the enterprise's talent implementation plan, program and other clear views. Expression should be clear, easy to understand each other [8].

Thirdly, the questioning skills. In the formal negotiation process, effective questioning can guide the thinking of the talent, attracting the attention of the talent at the same time, mastering the direction of the negotiation situation. Enterprises should explore as much as possible to find out the needs of the talent and the real idea of the heart, more guided questioning to guide the thinking of the talent, open-ended topics or closed questions, so that the talent to choose the way to answer the talent will put the talent in a difficult situation [9].

Last but not least, the persuasion skills. Reasonable and effective persuasion of talents and interference with their original negotiation goals, and willing to accept enterprise's views and suggestions. Enterprises should clarify to the talents what advantages and disadvantages there will be if they accept their conditions. Then, clarify the necessity of the talents to enter the enterprise and the common interests arising from them. Enterprises should also be clear and have a paper contract after the talents adopt the opinions [8].

Provision of Sound Development Guarantees. According to the negotiation information, grasp the deep needs of talents, improve the remuneration, performance appraisal, incentives, training and education mechanism, build a good corporate culture and retain talents.

To begin with, adhere to the "people-oriented" [6]. Respect the personal interests of talents, pay more attention to the life needs of talents and physical and mental health, actively address the needs of talents, be good at discovering the personal strengths of talents, and provide opportunities for talents to display their talents [8]. In tapping the potential of talent work at the same time, to improve the corresponding treatment level, enhance the sense of belonging to the enterprise talent, and stimulate the enthusiasm and initiative of the talent, so that the talent produces a sense of identity, the enterprise can better retain talent [4,7].

Meanwhile, sound talent management mechanism. Small and medium-sized enterprises should face up to the value of talent, to create a good environment for recruiting and utilizing talents, according to the introduction of the deep-seated needs of talents, combined with the development goals of the enterprise, from the salary, performance assessment, incentives, training and education mechanisms, job promotion and other aspects of the detailed provisions, to formulate quantitative standards, and strictly enforced [10].

Furthermore, actively build corporate culture. Strengthen the corporate philosophy and development objectives of training, do a good job of corporate image publicity activities, cultivate talent value concepts and corporate identity, and loyalty, so that the talent quickly establishes a sense of belonging, corporate pride, and ultimately make the talent personal value concepts and corporate values in line with the concept. A good corporate culture is not only able to mobilize the enthusiasm of the talents but also able to motivate the talents to work together for the enterprise goal. Therefore, the construction of enterprise culture is also the best way to improve the attractiveness

of talents, promote the socialization of the organization, and effectively retain talents [5,11].

3.3 Talent

In the development process of talent policy, the training and construction of the talent team is facing all kinds of constraints, many enterprises in the introduction of talent in the process also have quite a lot of restrictions. Talents need to find information, and a full understanding of the local government issued by the talent policy, combined with their actual situation, some of the soft conditions can be adjusted appropriately, making themselves more competitive in the talent market.

On their abilities in all aspects as well as a clear perception of personality, self-reflection, objective analysis of the employment environment, and according to their personality strengths, interests to do to avoid the shortcomings, in the work of a more specific positioning, and the future business and the choice of jobs can be more clearly defined objectives.

Formulate a short-term and long-term career development plan for yourself. Objective knowledge of their abilities, interests, personalities, and values, compared with the enterprise's development concepts and development trends, the combination of personal development and organizational development, in the analysis of personal and internal environmental factors, the preparation of the corresponding work, education and training action plan, efficient action, flexible adjustment, and in the development of their progress.

Actively seize the training and learning opportunities of the enterprise, focusing on the improvement of their ability and the integration between individuals and the enterprise collective. Take the initiative to give feedback to the managers and put forward suggestions, if adopted, the importance of the enterprise to the talent will be increased, and the talent's sense of participation and sense of belonging will also be enhanced.

4 Conclusion

After entering the new normal economic development stage, SMEs have begun to have a new development environment as well as development opportunities, and at the same time, they are also facing unprecedented survival and competitive pressure. Through reviewing the literature and analyzing the data, this paper extracts the common problems faced by SMEs in the process of talent introduction at this stage from the perspectives of both enterprises and talents: small-scale enterprises, limited space for the development of talents, poor channels for talent introduction, unsound human resource management system, and lack of good corporate culture. According to these problems, suggestions are put forward by the government, enterprises, and talents at three levels. On the enterprise side, combined with negotiation and communication skills, efforts are made to realize the exchange of information between enterprises and talents and to break the information barriers. Talent reserve affects the solid founda-

tion of the enterprise and also represents the future development potential of the enterprise, only to put the enterprise talent introduction this hurdle, to bring better results and returns to the subsequent development of the enterprise, so that the enterprise continues to develop and grow.

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