

Current Situation and Countermeasures of Human Resource Management in Small and Medium-sized Enterprises

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Abstract: This paper conducts an in-depth research and analysis on the current situation and problems of human resource management in small and medium-sized enterprises (SMEs). Firstly, by sorting out the current situation of human resource management in SMEs, it is found that there are certain problems in human resource structure, recruitment and selection, training and development, compensation and benefits, and labor relations. Secondly, this paper puts forward targeted countermeasures from the aspects of formulating reasonable human resource planning, perfecting talent cultivation and incentive mechanism, improving employees' welfare and satisfaction, strengthening informationization construction and enhancing the awareness of laws and regulations.

Keywords: Small and medium-sized enterprises; Human resource management; Current situation; Countermeasures.

1. Introduction

With economic globalization and intensified market competition, small and medium-sized enterprises (SMEs) play an increasingly important role in China's economic development. However, SMEs are facing many challenges in human resource management, such as insufficient human resource planning, imperfect talent training and incentive mechanism. The purpose of this paper is to analyze the current situation of human resource management in SMEs, discuss the existing problems, and put forward corresponding countermeasures, with a view to providing reference and reference for the human resource management of SMEs.

2. The Current Situation of Human Resource Management in Small and Medium-sized Enterprises

2.1. Current situation of human resource structure

The human resource structure of SMEs is usually characterized by experienced senior managers and young grassroots employees. Top managers usually have long working experience and management experience, which can provide stable leadership for the long-term development of the enterprise. Grassroots employees, on the other hand, are relatively young, energetic and innovative, but may lack the necessary work experience and professionalism. Secondly, the human resource structure of SMEs has certain gaps in terms of professional skills. Some enterprises may not be able to attract and retain highly skilled personnel in the course of development due to financial and scale constraints, resulting in uneven levels of professional skills within the enterprise. This also makes enterprises may have disadvantages in technological innovation and product development when facing market competition. Again, there is a certain degree of imbalance in the human resource structure of SMEs in terms of gender and age. Some enterprises may have an imbalance in the ratio of men to women due to the specificity of the industry, and the age structure also shows a trend of

youthfulness. This imbalance may lead to obstacles in communication and collaboration within the enterprise, affecting the overall operational efficiency of the enterprise. Finally, the human resource structure of SMEs also has certain limitations in terms of geographical distribution. SMEs are usually more likely to develop in industries that are more geographically oriented, so their human resource structure may be characterized by geographic concentration. This makes enterprises may lack geographical adaptability and competitiveness when facing cross-regional market competition.

The current status of SMEs' human resource structure has certain shortcomings, such as the experience and age gap between top managers and junior staff, the professional skills gap, the imbalance of gender and age structure, and the limitation of geographical distribution. Aiming at these problems, SMEs should actively adjust their human resource strategy and optimize their human resource structure in order to improve their market competitiveness and sustainable development ability [1].

2.2. Current situation of recruitment and selection

There are some status quo in recruitment and selection in SMEs. First of all, SMEs often face the problem of limited resources in the recruitment process, such as single recruitment channel and insufficient recruitment budget, which makes the enterprises suffer a certain degree of influence in recruiting suitable talents. Secondly, when selecting talents, SMEs may have problems such as excessive subjective judgment and unclear selection criteria, which leads to the selection results may not be able to truly meet the needs of the enterprise. In addition, in the process of recruitment and selection, SMEs may also have problems such as insufficient comprehensive assessment of candidates and insufficient tracking and feedback of recruitment results. In general, SMEs need to further improve the standardization and scientificity of recruitment and selection to better meet the needs of enterprise development.

2.3. Training and Development

The current situation of training and development of SMEs still has a lot of room for improvement on the whole. First of all, SMEs generally have the problem of insufficient investment in training, which leads to a lack of opportunities for continuous learning and improvement of employees. Due to limited resources, many enterprises focus on daily operations and pay insufficient attention to staff training and development, which directly affects their professional skills and work efficiency. Secondly, the training content is too single and cannot meet the diverse learning needs of employees. Most companies still focus on professional skills, but relatively little on soft skills, such as leadership, communication skills and teamwork. However, with the development of society, these soft skills are more and more emphasized, and employees want to be able to improve in these areas.

In addition, training methods are too traditional and cannot adapt to the rapid development of modern enterprises. Most enterprises still use traditional classroom lectures in training, which can no longer meet the individualized and flexible learning needs of employees. With the development of science and technology, enterprises should try to adopt more modern and informative training methods, such as online learning and virtual reality, in order to improve the training effect. Finally, SMEs lack an effective evaluation mechanism for training and development. Most enterprises have conducted training, but they have not conducted systematic evaluation of the training effect, which makes the training effect cannot be effectively guaranteed. Enterprises should establish a set of perfect evaluation mechanism to assess the effectiveness of training by comparing the performance of employees before and after training.

SMEs still have a lot of room for improvement in training and development. Enterprises should increase the investment in training, enrich the training content, innovate the training method, and establish an effective evaluation mechanism to improve the comprehensive quality of employees, thus enhancing the competitiveness of the enterprise.

2.4. Compensation and Benefits

There are some status quo and problems in the management of compensation and benefits in SMEs. Firstly, the salary structure of SMEs is relatively simple, and most of them take the form of basic salary plus bonus, which lacks long-term incentive mechanism. Secondly, due to the limitation of scale, SMEs are often unable to provide the welfare programs that large enterprises have, such as medical insurance and pension insurance. Furthermore, SMEs lack transparency in the adjustment and promotion of compensation and benefits, and employees lack clear expectations about their career development and salary growth. In addition, SMEs also have some problems in the management of compensation and benefits. Firstly, due to limited resources, SMEs invest relatively little in compensation and benefits, making it difficult to attract and retain excellent talents. Secondly, SMEs often lack a perfect compensation and benefit system and lack of fulfillment of different needs of employees, thus affecting employees' motivation and loyalty. Furthermore, SMEs lack effective incentive mechanism in compensation and benefit management, which cannot fully mobilize employees' enthusiasm and creativity [2].

To address these problems, SMEs should take some countermeasures. Firstly, SMEs should formulate appropriate

compensation and benefit policies according to their own situation, which can reflect the competitiveness of the enterprise and meet the needs of employees. Secondly, SMEs should strengthen the incentives for employees and stimulate their work enthusiasm and creativity by setting up bonuses and promotion opportunities. Furthermore, SMEs should strengthen communication with employees, so that employees can understand the business situation and development prospects of the enterprise, and enhance their sense of belonging and loyalty to the enterprise.

In general, there are some status quo and problems in the management of compensation and benefits in SMEs, but the status quo can be improved and the level of human resource management of the enterprise can be enhanced by formulating appropriate policies and taking effective countermeasures.

2.5. Status of Labor Relations

The signing rate of labor contracts in SMEs is high, but some enterprises have problems such as irregular contracts and unsound terms and conditions. Some enterprises ignore the rights and interests of employees in order to reduce costs, resulting in employees being in a weak position in the process of signing labor contracts. In addition, some enterprises have the phenomenon of overtime work and do not strictly implement the provisions of overtime pay, which causes certain pressure on the work and life of employees. Secondly, the remuneration system of SMEs is not perfect, and the remuneration level is generally low. Although some enterprises have begun to pay attention to pay incentives, on the whole, there is still a certain gap between SMEs in terms of compensation and benefits. In addition, problems such as unfair salary distribution and non-transparent performance appraisal within enterprises are also more prominent [3]. Furthermore, SME employees have relatively few promotion opportunities and limited space for career development. The internal promotion channel of some enterprises is not smooth, which leads to the frustration of employees' work motivation. In addition, the training mechanism of small and medium-sized enterprises is not perfect, and the opportunities for employees to improve their vocational skills are limited, which further affects the career development of employees. In addition, the degree of social security in small and medium-sized enterprises is low, and some enterprises have not paid social insurance for their employees, or the social insurance payment is incomplete. This makes employees lack the necessary protection when facing risks such as illness and accidents.

To address the above problems, the government, enterprises and all sectors of society should work together to improve labor relations in SMEs. The government should strengthen the supervision of labor relations in SMEs, improve laws and regulations, and protect the rights and interests of employees. Enterprises should establish a people-oriented concept, strictly enforce the labor contract law, improve the salary and benefit system, provide more promotion opportunities, and enhance employee training. At the same time, all walks of life should also pay attention to the labor relations problems of SMEs and jointly create a good employment environment.

3. Problems of Human Resource Management in SMEs

3.1. Insufficient human resource planning

SMEs often have deficiencies in human resource planning due to limited resources. First of all, SMEs lack a long-term and systematic approach to human resource planning. They tend to focus only on short-term staffing needs and neglect long-term talent reserves and training. Such short-sighted planning can lead to talent shortages or structural mismatches when enterprises face market changes or business expansion. Secondly, SMEs lack scientific methods and tools in HR planning. Due to the lack of a professional HR team and corresponding technical support, they often rely on the personal experience and intuition of business owners for staff planning and staffing. This subjective approach to planning can easily lead to decision-making errors and fail to accurately predict and meet the development needs of the enterprise [4]. In addition, SMEs lack flexibility and adaptability in HR planning. Due to their small size, they are often slow to react to the adjustment and optimization of human resources, and are unable to respond quickly to changes in the market and the internal adjustment of the enterprise. This can lead to an enterprise's inability to effectively utilize its human resources, affecting its competitiveness and sustainable development.

SMEs have a number of problems in human resource planning, which mainly stem from resource constraints, lack of expertise and tools, and lack of flexibility and adaptability. In order to overcome these problems, SMEs need to strengthen the importance of human resource planning, enhance the professional ability of the HR team, introduce scientific planning methods and tools, and establish a flexible human resource management system.

3.2. Inadequate talent training and incentive mechanism

Talent drain is a common problem in SMEs. Due to limited resources, SMEs are often unable to provide training and development opportunities comparable to those of large enterprises, as well as more competitive remuneration packages. This results in SMEs facing greater challenges in attracting and retaining talent. Inadequate talent development mechanisms. SMEs may lack a systematic talent development program with clear career paths and promotion opportunities, which limits employees' room for growth in the enterprise and in turn affects their motivation and loyalty. Again, the incentive mechanism is not effective enough. SMEs may rely too much on salary incentives and neglect the importance of non-salary incentives. For example, the lack of an effective performance management system does not fully mobilize employees' motivation and creativity. In addition, the shaping of corporate culture and values is not enough, and there is a lack of incentives for employees on the spiritual level [5].

3.3. High employee mobility

SMEs may have some problems in the recruitment process. Due to limited resources, SMEs may not be able to offer the same salary and benefits as large enterprises in the recruitment process, and fail to attract excellent talents. In addition, SMEs may lack a sound recruitment process and screening mechanism, leading to poor recruitment results and increased employee mobility. Secondly, SMEs are also deficient in talent cultivation and incentive mechanisms. Due

to their small size, SMEs may not be able to provide abundant career development opportunities and training resources, and employees have limited room for growth. In addition, SMEs may lack effective incentive mechanisms to fully mobilize employees' motivation and work enthusiasm, resulting in easy turnover of employees. In addition, SMEs may not be able to compare with large enterprises in terms of remuneration packages. Due to limited resources, SMEs may not be able to offer higher salary packages and a well-developed welfare system, and employees may have lower incomes and benefits. This makes it easier for employees to choose to leave their jobs when faced with opportunities for better pay packages.

In addition, SMEs may lack good labor relations management. Due to their small size, management may not be able to pay sufficient attention to the individual needs and problems of employees, who may feel unfairly treated or neglected. This may lead to a lower sense of belonging and loyalty to the organization and increase employee mobility [6].

To address the problem of high employee mobility, SMEs can take some countermeasures to improve it. First, SMEs should strengthen the management of the recruitment process to improve the recruitment effect and attract more excellent talents to join. Secondly, SMEs should emphasize employee training and development, provide career development opportunities, and increase employees' sense of belonging and willingness to stay. In addition, SMEs should improve the compensation and welfare system, improve the income and welfare of employees, and enhance the willingness of employees to stay. Finally, SMEs should strengthen labor relations management, establish a good communication mechanism, pay attention to employee needs and problems, and improve employee job satisfaction and loyalty.

The problem of high employee mobility in SMEs is mainly due to deficiencies in recruitment, training, compensation and benefits, and labor relations management. By strengthening recruitment management, paying attention to staff training and development, improving the compensation and welfare system and strengthening labor relations management, employee mobility can be effectively reduced and the stability and competitiveness of the enterprise can be improved.

3.4. Low level of informationization management

Small and medium-sized enterprises are relatively insufficient to invest in hardware facilities for informatization. Due to limited resources, many SMEs do not invest enough in hardware facilities for informatization, resulting in a weak foundation for informatization construction. Secondly, SMEs also have difficulties in the cultivation and introduction of informatization talents. SMEs generally face the problem of lack of talents, especially informatization talents. Due to the small size of the enterprise, the treatment and platform provided are relatively limited, making it difficult to attract and retain excellent informatization talents [7]. Again, there is a lack of awareness of informationization management in SMEs. The management of many SMEs has insufficient knowledge of the importance of information technology management and lacks the awareness of actively applying information technology management tools. Finally, SMEs also have problems in the practical application of informationization management. Since information management requires certain professional knowledge and skills, SMEs are often difficult to promote effectively in the practical application due to the lack of professionals.

The insufficiency of SMEs in the level of informatization management limits the development space of the enterprise, raises the operating cost of the enterprise, and also affects the competitiveness of the enterprise. Therefore, small and medium-sized enterprises should pay attention to the construction of informatization, increase investment, cultivate and introduce informatization talents, and improve the level of informatization management.

3.5. Low awareness of laws and regulations

Laws and regulations are important means to protect the rights and interests of enterprises and individuals. If SMEs ignore laws and regulations, it may lead to the infringement of employees' rights and interests, which may cause labor disputes and affect the stable operation of enterprises. Secondly, laws and regulations are an important basis for regulating enterprise behavior. Small and medium-sized enterprises that ignore laws and regulations may lead to unstandardized enterprise behavior, thus triggering legal risks and affecting the development of the enterprise [8]. Again, laws and regulations are an important way to enhance the competitiveness of enterprises. If small and medium-sized enterprises can actively comply with and use laws and regulations, they can not only avoid legal risks, but also protect their own legitimate rights and interests through laws and regulations, and enhance the competitiveness of enterprises.

SMEs should strengthen the awareness of laws and regulations and improve the legalization level of human resource management. Specifically, SMEs can start from the following aspects: first, strengthen the training and learning of laws and regulations, improve the employees' awareness of laws and regulations; second, establish a sound human resource management system to ensure that the system meets the requirements of laws and regulations; third, strengthen the supervision and implementation of laws and regulations, to ensure the legality and compliance of human resource management.

4. Countermeasures for Human Resource Management of SMEs

4.1. Formulate reasonable human resource planning

Clarify the strategic objectives of the enterprise. Enterprises should plan corresponding human resource strategies according to their own strategic objectives to ensure that human resource planning is consistent with the strategic objectives of the enterprise. Enterprises can determine their own strategic development direction through the analysis of market trends, and forecast the demand for talents according to the strategic objectives. Secondly, optimize the human resource structure. SMEs should optimize the human resource structure according to business development and market demand to ensure that the quality and quantity of talents can meet the needs of enterprise development. Enterprises can analyze the job requirements to determine the qualifications, experience and skills of the required talents, so as to target recruitment and selection. Again, the establishment of a scientific talent selection mechanism. SMEs should establish a fair, just and transparent talent selection mechanism to ensure that enterprises can attract and retain outstanding talent. Enterprises can set up a perfect evaluation index system, the comprehensive ability of employees to assess, so as to select

the most suitable for the position of talent. In addition, strengthen the talent training and incentive mechanism. Small and medium-sized enterprises should pay attention to the training and development of employees, to provide employees with promotion space and learning opportunities to improve the overall quality of employees. At the same time, the enterprise should also establish an effective incentive mechanism to stimulate the enthusiasm and creativity of employees, and improve the efficiency and satisfaction of employees [9]. Finally, establish a dynamic human resources planning adjustment mechanism. Small and medium-sized enterprises should be based on changes in the external environment and the development of internal business, constantly adjust and optimize human resources planning to ensure the timeliness and effectiveness of human resources planning.

The formulation of reasonable human resources planning is a key link in the human resources management of SMEs. By clarifying the strategic objectives of the enterprise, optimizing the structure of human resources, establishing a scientific talent selection mechanism, strengthening the talent training and incentive mechanism, and establishing a dynamic adjustment mechanism for human resources planning, SMEs can better cope with the challenges and achieve sustainable development.

4.2. Improve talent training and incentive mechanism

Talent training and incentive mechanism is a very important part of human resource management in SMEs. However, at present, the status quo of China's small and medium-sized enterprises in this regard is not optimistic. Most companies do not invest enough in staff training, the lack of systematic training programs, resulting in limited improvement of staff skills, difficult to meet the needs of enterprise development. At the same time, the incentive mechanism is not perfect, pay incentives are too single, the lack of long-term incentives, it is difficult to stimulate the enthusiasm and creativity of employees.

In order to improve this situation, enterprises should start from the following aspects. First of all, improve the importance of talent training, training into the enterprise strategic planning, increase training investment, regularly organize all kinds of internal training, external training, to enhance the professional skills and comprehensive quality of employees. Secondly, to establish a sound and diversified talent training system, for the needs of different employees and corporate development goals, to develop a personalized training program, to provide promotion channels and development space. In addition, enterprises should also implement flexible and diverse incentives, such as the establishment of performance bonuses, equity incentives, job promotion, etc., in order to stimulate the enthusiasm and creativity of employees.

In the process of improving the talent training and incentive mechanism, enterprises also need to pay attention to the following issues. First, we should establish a scientific evaluation system to ensure that the evaluation results are fair and just, so that employees really feel the effectiveness of incentives. Secondly, we should pay attention to the long-term incentive mechanism, avoid too short-term incentives, so that employees have a stronger sense of belonging and loyalty to the enterprise. Third, we should pay attention to the psychological needs of employees, to create a good corporate

culture to enhance the happiness and satisfaction of employees.

To realize sustainable development, SMEs must pay attention to the improvement of talent training and incentive mechanism. By continuously optimizing the talent team and stimulating the potential of employees, the enterprise will gain stronger competitiveness and higher benefits.

4.3. Improve employee welfare and satisfaction

Establish a reasonable salary system. SMEs should formulate fair and reasonable salary standards according to the employees' job positions, years of working experience, work performance and other factors. At the same time, the salary system should be adjusted and optimized regularly to maintain its competitiveness [10]. Secondly, improve the welfare system. In addition to the statutory holidays stipulated by the state, enterprises can also provide some supplementary benefits according to their own situation, such as: free medical checkups, paid annual leave, employee travel, holiday condolences and so on. These benefits can not only improve the quality of life of employees, but also increase the sense of belonging of employees to the enterprise. Again, focus on the personal growth of employees. Enterprises should provide employees with good career development opportunities, including internal promotion, external training and so on. At the same time, we should pay attention to the career planning of employees to help them realize their personal value. In addition, pay attention to employee mental health. Enterprises can set up mental health counseling institutions and regularly carry out psychological counseling activities to help employees relieve work pressure. At the same time, to create a harmonious and friendly working atmosphere, so that employees can work in a pleasant mood. Finally, strengthen the construction of enterprise culture. Enterprises should establish common values, so that employees identify with the mission, vision and core values of the enterprise. Enhance the cohesion and centripetal force of employees by organizing various cultural activities.

SMEs need to improve employee welfare and satisfaction, need to start from a number of aspects, pay attention to the material needs and spiritual needs of employees, so that employees feel at home in the company, so as to improve the work enthusiasm and loyalty of employees.

4.4. Strengthen the informationization construction

First of all, small and medium-sized enterprises should raise the importance of informationization construction. Business leaders should fully recognize the importance of informatization construction to improve enterprise competitiveness and reduce costs, and incorporate informatization construction into the strategic planning of enterprise development. Second, SMEs need to increase capital investment for the purchase of information technology equipment and software, as well as the training of employees. Enterprises can raise funds through government subsidies, bank loans and other means to ensure the implementation of funds required for information technology construction. In addition, SMEs should strengthen the training and introduction of information technology talents. Enterprises can cooperate with universities and research institutions to establish talent training bases and provide employees with information technology training and promotion opportunities. At the same time, enterprises should be good at tapping and

cultivating internal potential, encouraging employees to learn new technologies and improve their own abilities [11]. Finally, small and medium-sized enterprises should improve the level of information technology management, optimize the enterprise management process with the help of information technology, and improve work efficiency. Enterprises can introduce advanced information management systems, such as ERP, CRM, etc., to achieve the integration and optimal allocation of resources such as production, supply, marketing, human, financial and material. At the same time, enterprises should constantly adjust and optimize the informatization construction strategy to adapt to market changes and enterprise development needs.

Strengthening informatization construction is the key for SMEs to improve their competitiveness and sustainable development ability. By increasing capital investment, cultivating information technology talents and improving the level of information technology management, SMEs can make up for their own shortcomings in human resource management and lay the foundation for the long-term development of the enterprise.

4.5. Enhance the awareness of laws and regulations

SMEs should strengthen the training of laws and regulations. Enterprises should organize regular training on laws and regulations to improve employees' knowledge and understanding of laws and regulations. The training content should include labor law, labor contract law, social insurance law and other laws and regulations related to human resource management. Through training, employees can enhance the awareness of laws and regulations and reduce the enterprise legal risk. Secondly, SMEs should establish a sound system of laws and regulations. Enterprises should formulate internal management system according to national laws and regulations to ensure legal compliance of human resource management. Enterprises should formulate a perfect system of recruitment, selection, training, compensation, welfare, labor relations, etc., to clarify the rights and obligations of employees and regulate the management behavior of the enterprise. In addition, SMEs should strengthen the publicity of laws and regulations. Enterprises should publicize the knowledge of laws and regulations through internal bulletin boards, enterprise websites, symposiums and other forms to improve the legal awareness of employees. At the same time, enterprises can also invite professional lawyers to give lectures on laws and regulations for enterprises, answer employees' legal questions, and improve employees' legal literacy [12]. Finally, SMEs should strengthen the implementation of laws and regulations. Enterprises should ensure that laws and regulations are effectively implemented within the enterprise, and strengthen the supervision and inspection of laws and regulations. Enterprises should establish a sound mechanism for the implementation of laws and regulations, and seriously deal with the behavior of violating laws and regulations to ensure that enterprises operate legally.

SMEs should enhance the awareness of laws and regulations in human resource management. By strengthening the training of laws and regulations, establishing a sound system of laws and regulations, strengthening the publicity of laws and regulations and strengthening the implementation of laws and regulations, SMEs can improve the legal awareness of the employees, reduce the legal risks, and provide a strong

guarantee for the sustainable development of the enterprise. In the fierce market competition, small and medium-sized enterprises can only operate in accordance with the law in order to ensure the long-term stable development of enterprises and contribute to the sustainable and healthy development of China's economy.

5. Conclusion

The improvement of human resource management in SMEs is not only related to the stable development of enterprises, but also an important way to enhance the competitiveness of enterprises. Through the development of reasonable human resources planning, SMEs can ensure the consistency of talent strategy and corporate goals, and provide a solid talent base for the long-term development of enterprises. At the same time, improve the talent training and incentive mechanism, improve employee benefits and satisfaction, can stimulate the enthusiasm and creativity of employees, and enhance the cohesion and centripetal force of the enterprise. Strengthening the construction of informationization and enhancing the awareness of laws and regulations are the inevitable choices for SMEs to adapt to the modern market environment, reduce the operational risks and improve the management level. To sum up, SMEs should start from many aspects to comprehensively improve the level of human resource management in order to realize the sustainable development and competitiveness of enterprises.

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