

Problems and countermeasures of labor relations management in human resources management of small and medium-sized enterprises

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Abstract: *In the development of enterprises, human resources is indispensable. Human resources management is an important content of enterprise development. If an enterprise wants to achieve better development, it must pay attention to the problems in labor relations, carry out scientific and effective management, correctly understand the problems in the management process, and put forward targeted solutions according to the problems, so as to ensure the good labor relations between the enterprise and employees. Only in this way can we promote the better development of enterprises. This paper mainly starts from the overview of labor relations management, analyzes the main problems existing in the current management process, and puts forward the corresponding solution strategies according to the problems.*

Keywords: *Labor relations management; Human resource management; Small and medium-sized enterprises; Problem countermeasure*

1. Introduction

How to build harmonious labor relations has become the focus of research in the development process of enterprises. With the rapid development of our social economy, the scale and quantity of enterprises are constantly expanding, small and medium-sized enterprises are facing more and more competition, which requires enterprises to do a good job in the management of labor relations. The management of labor relations should be developed in a scientific and standardized direction, and the problems arising in the process of labor relations management should be constantly solved to make employees more active in their daily work, thus promoting the development of small and medium-sized enterprises. It can be seen that it is of great significance to analyze labor relations management problems and countermeasures in human resources management of small and medium-sized enterprises.

2. The basic overview of labor relations management

Simply put, enterprise labor relations refer to various rights, obligations and responsibilities formed by owners, operators, employees and personnel departments in the process of enterprise development. The management of labor relations refers to the construction of a series of standardized and scientific management systems to regulate the management of both sides of labor relations, which cannot only protect the rights and interests of employees, but also do not damage the rights and interests of enterprises, so that the two can achieve harmonious development. The construction and development of enterprises cannot be separated from the support and guarantee of talents. To create harmonious labor relations, enterprises need to respect employees more. In terms of human resource management, enterprises should adhere to the concept of people-oriented, make clear that talents are the foundation of long-term development of enterprises, enhance the concept of core competitiveness, and actively change the enterprise value concept, into an adult capital management mode.^[1]

Harmonious labor relations play an active role in promoting enterprise management and development. Enterprises should respect the law of development and take harmonious labor relations as the guiding ideology of human resources development. In the process of daily operation and management, enterprises should pay attention to the establishment of harmonious labor relations while comprehensively improving economic benefits, realize the harmonious development of both, create a good working environment and atmosphere, promote the harmonious coexistence and harmonious

development of employees, employees and enterprises, minimize the occurrence of various conflicts and contradictions, and unify the interests of enterprises and employees. Address the root causes of conflict. Thus build a stable and healthy enterprise development mode. Figure 1 shows the personnel management process adopted by most domestic enterprises. The column of post assignment mainly includes recruitment, performance management, compensation and welfare, training and development, and employee relations, etc. It can be seen that labor relations management plays an important role in it.

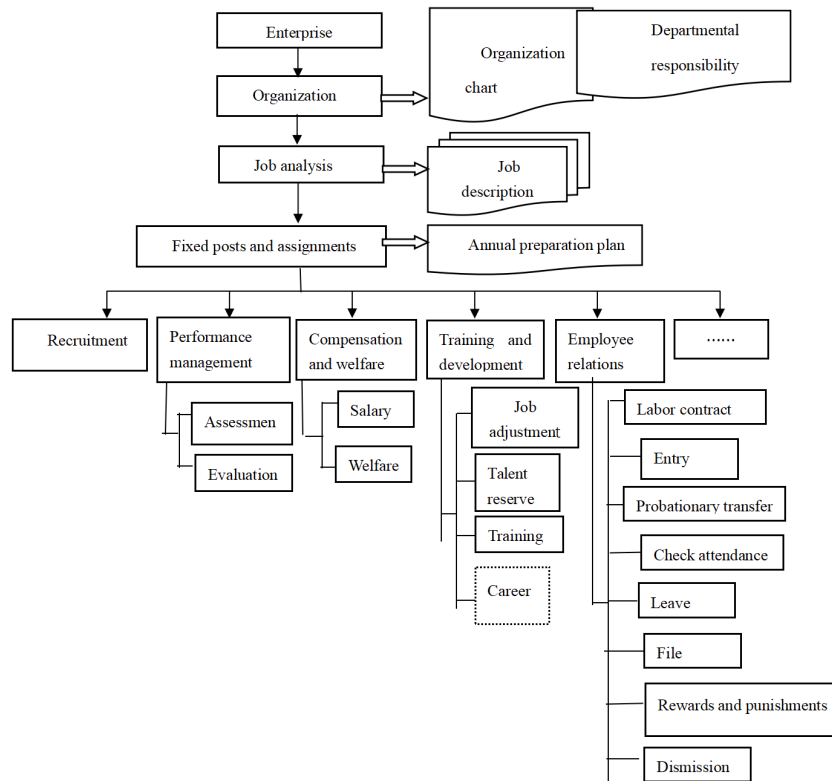


Figure 1: General flow chart of personnel management

From the current actual development situation, labor relations management. It is a relatively complex work, including many different management content, but the most important thing is to constantly optimize and improve the internal management rules and regulations of enterprises, correctly deal with the relationship between enterprises and employees, solve the contradictions and disputes between enterprises and employees, to create a good working environment for the company and employees.

3. Small and medium-sized enterprises in human resources management of labor relations management issues

3.1. The signing of labor contracts is not standard

Labor contract is the only measure to determine the labor relationship between enterprises and employees. It is also an effective tool to protect the rights and interests of businesses and employees. It plays an important role for both employees and enterprises. However, at present, the labor contract management of most enterprises is extremely non-standard, which makes the contradiction between enterprises and employees become increasingly prominent. Problems mainly exist in the following aspects:

According to China's Labor Law, any enterprise must sign a labor contract with its employees within one month of their entry into the company. However, in actual work, in order to reduce the workload, the human resources department of some enterprises will wait until the employee becomes a

regular employee before signing a labor contract with them, so as to avoid the situation that the employee has no light after signing a labor contract. In order to avoid some labor disputes, some business owners directly do not sign labor contracts with employees. They believe that when there is a conflict between employees and enterprises, employees cannot protect their rights and interests without a labor contract, but it is also illegal not to sign labor contracts.

3.2. Low salary level of employees

The form and adjustment mode of labor relations are constantly changing, showing the characteristics of marketization and institutionalization, which will inevitably bring new changes to labor relations and its adjustment under the new normal of economy. Compensation is the direct reflection of employees' contribution to the enterprise, and is also the main way for the enterprise to obtain the recognition of employees' contribution. Therefore, in the management of labor relations, the wage issue is very sensitive. However, the lack of scientific, fair and just compensation mechanism in enterprise human resource management has become the key for employees to question labor relations. The evaluation and incentive of employees cannot be reflected in the salary level, which reduces the enthusiasm of employees and restricts the development of human resources potential.^[2]

In the market competition environment, profit maximization is the fundamental goal of enterprises. In achieving this goal, business managers must want employees to spend less money to achieve maximum results. However, this kind of contradiction with employee self-value, in the case of difficult to coordinate, will inevitably aggravate the contradiction of labor relations management. In terms of labor income and share distribution. One of the main manifestations of labor relations is the income ratio of labor to capital. When the employee labor income shows the trend of continuous decline, labor relations will become more tense. A decline in economic growth is not conducive to an increase in the labor share.

3.3. Failing to pay social insurance in full

Some enterprises have disadvantages such as small scale, interests first and narrow vision. In the eyes of the managers of these enterprises, the purchase of social insurance for employees is an additional and uneconomical expense that can be saved. According to the relevant provisions of the Labor Contract Law of the People's Republic of China, it is the obligation of enterprises to pay social insurance premiums for their employees. But some enterprises can pay a part less by underreporting the wage base; Some companies offer their employees more money each month to avoid social security costs without having to sign a contract with the employee, and some employees even voluntarily accept the company's behavior for such a small benefit. In the process of establishing labor relations, enterprises shall, in accordance with the provisions of the State, guarantee the pension, illness, industrial injury, unemployment and childbirth of their employees, assume corporate social responsibilities, and enhance the sense of belonging of their employees. However, in the process of fulfilling social responsibilities, many enterprises take advantage of the loophole and do not fulfill social security responsibilities, which leads to the lack of security of employees in labor relations and difficult to integrate into the development of enterprises.^[3]

4. Small and medium-sized enterprise human resources management labor relations management countermeasures

With the continuous improvement of the market system, enterprises have made great efforts in human resources management and labor relations management. From the perspective of the development needs of both sides of labor relations, strengthening labor relations management is beneficial to stimulate the enthusiasm of workers and promote the implementation of work responsibilities. Through the coordination of labor relations, enterprises can establish and improve the incentive mechanism, mobilize workers to participate in the production and development of enterprises from the material and spiritual levels, and transform self-value into the pursuit of maximizing economic benefits. The countermeasures of labor relations management in human resources management of small and medium-sized enterprises are discussed in the following three aspects: standardizing the signing of labor contracts, improving the salary level of employees, and paying social insurance in full.

4.1. Standardize the signing of labor contracts

When introducing employees, the management of labor contract should be standardized and labor contract should be signed with employees according to law. The signing shall follow the principle of equality, voluntarism and consensus, and shall not take fraudulent or threatening means. The alteration, suspension or termination of a labor contract shall be handled in accordance with the law and implemented according to law. In the process of labor contract management, it must be carried out in strict accordance with the relevant national norms and standards.^[4] Nowadays, labor contracts cause a lot of controversy. Even if there is a small hidden danger, it is easy to affect the comprehensive management in the future. To this end, enterprises should adhere to the implementation of relevant norms, so as to produce a better effect on the follow-up work. Signing labor contract is an important way for workers to safeguard their own interests. In the current labor market, it is difficult for workers to defend their rights because they are at a disadvantage compared to companies. In view of this, enterprises should sign labor contracts with employees in human resource management according to law to clarify the rights and obligations of both parties. Strict requirements on labor disputes, specific management regulations on signing, renewal, alteration, termination, etc., ensure the balance of labor relations, improve the sense of security and belonging of employees, and better play the potential of employees. In addition, after signing the labor contract, the enterprise should strictly abide by the provisions of the contract treaty, cannot ignore the existence of the national labor law; Finally, when an enterprise discharges an employee without justifiable reasons, it shall pay the corresponding compensation according to the regulations to avoid the occurrence of labor disputes.

4.2. Raise the level of employee compensation

As is shown in Figure 2, it is the employee compensation management process of the enterprise. Small and medium-sized enterprises in the actual development of compensation management, according to the relevant standards and relevant regulations, clear enterprise compensation payment procedures, special processing and special inspection, in order to provide perfect and good compensation services for all employees. In daily operation and management, small and medium-sized enterprises need to plan the corresponding internal distribution system as soon as possible, and implement it after all employees agree, so as to analyze various defects in the existing compensation system within the enterprise and effectively improve the efficiency of income distribution management. At the same time, the enterprise should also give full play to the incentive role of salary elements such as base salary, salary and bonus, and make positive improvements according to the reasonable suggestions put forward by employees. For individual employees with outstanding performance, corresponding spiritual and material rewards should be given timely, so that they can play a leading role.

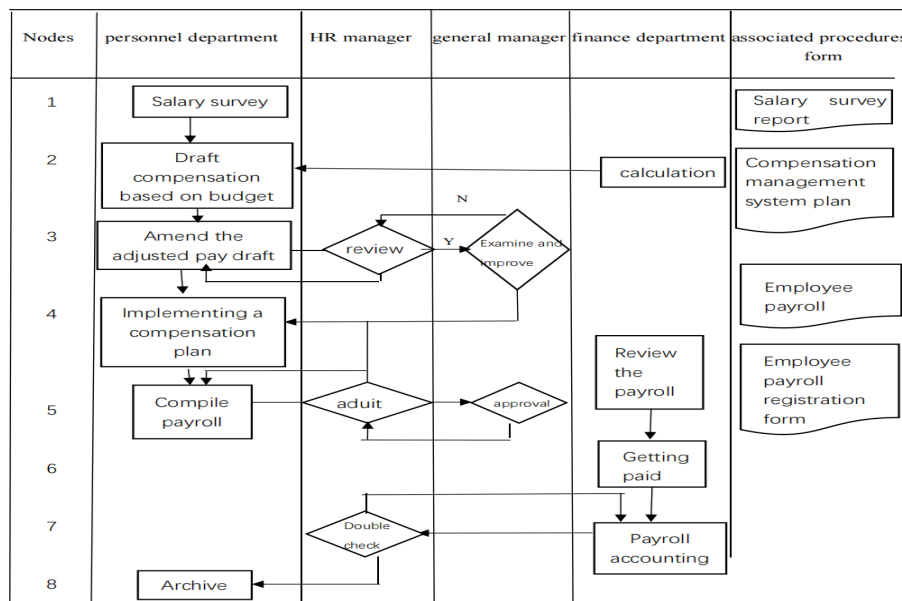


Figure 2: Employee compensation management process

4.3. Make full contributions to social insurance

Small and medium-sized enterprises need to improve the labor management mechanism as soon as possible. Sound and stable labor relations are an important guarantee for building a harmonious society and realizing the healthy and sustainable development of small and medium-sized enterprises. In addition, small and medium-sized enterprises also need to strengthen legal publicity as soon as possible to improve the ability of employees to protect their rights according to law. In human resource management, enterprises should strengthen legal education and publicity to employees. Through detailed explanation of the labor law and relevant provisions of employees' vital interests, guidance of the scope of application of legal provisions according to specific circumstances, timely answer employees' questions in labor relations management according to legal knowledge, so as to improve the awareness of using legal weapons to improve labor relations and the ability to safeguard labor rights and interests.^[5]

5. Conclusions

To sum up, labor relations management has a very important impact on the operation and development of small and medium-sized enterprises. How to conduct good labor relations management has become an urgent problem for domestic small and medium-sized enterprises. At present, there are many problems in labor relations management in Chinese enterprises, which have led to various kinds of labor dispute events frequently. In this regard, enterprises need to pay more attention to labor relations management, strengthen labor contract management, improve corporate rules and regulations, and strengthen the construction of human resources team, so as to effectively optimize the level of enterprise labor relations management, and ultimately effectively reduce the occurrence of various labor disputes.

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