

Identification of Problems and Countermeasures of Human Resources Management in Chinese Private Enterprises

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ABSTRACT: This paper mainly studies the factors affecting the human resource management of private enterprises. Draws conclusions from three independent variables family management, corporate culture, and employee training through questionnaires, data collection, and analysis. Enterprises should respect the right to choose talents and the autonomy of work and stand on the perspective of talented people's internal needs to provide human resources with products services to win the satisfaction and loyalty of talents. The most important thing for retaining talent is to form a set of mechanisms for attracting and retaining talents in the company.

Keywords: Private enterprise; human resource management; corporate culture; employee training; Family management.

1 INTRODUCTION

This paper analyzes the Human Resources Management in the Private Enterprises. It is based on the theory of human resource management, through the analysis of human resource planning, staff recruitment, and selection, staff training and development to achieve the maximum utility of enterprises. human resource management will promote employees to participate in enterprise management actively. In addition, combine it with the personal goal, achieve the "win-win" state between the enterprise and the employee, and make the enterprise flourish.

(Liu,2011) After entering the 21st century, the business environment of enterprises is ever-changing and the competition among enterprises is becoming increasingly fierce. Enterprises must establish their own core competitiveness, maintain their unique advantages in order to survive in the market and make themselves stronger. People are the carrier of knowledge, information, technology, and other resources. The core competitiveness of enterprises must be based on the development of human resources. Human resources are the most precious and core resources of an enterprise. The competition among enterprises is essentially the competition of human resources. Contemporary enterprise management is also man-centered management, and human resources have a profound influence on the survival and development of the enterprise.

1.1 Problem statement

Most of the private enterprises are family enterprises. In terms of employment, they are based on relatives or friends and they often live in management positions (Yang, 2016). This has to some extent constrained the original rise of corporate talent and the talent development potential is insufficient.

In such a corporate environment, the rights and long-term interests of employees are not guaranteed, it is difficult to generate a sense of identity and loyalty to the enterprise. Naturally, the future development of the enterprise will not be considered, resulting in a destabilizing talent team and constraining the development of the enterprise (Zhao,2014).

Therefore, in this paper, the problems in the private enterprises in human resource management are analyzed in detail, and corresponding suggestions are given. This is a better development of the company.

1.2 Research Objective

The main purpose of carrying out this research is to study the problems in the management of human resources in private enterprises.

- (1) Evaluate the current situation of human resources management in private enterprises.
- (2) Determine the factors that affect the human resources management of private enterprises.
- (3) Determine the correlation between human resources management and independent family management of dependent private enterprises, employee training, and corporate culture.

1.3 Research questions and hypotheses

Research questions: What factors affect the Human Resources Management in Private Enterprises?

Hypotheses 1:

H0: Family management have no significant relationship in the private-owned enterprise's human resources management

H1: Family management has a significant relationship in the private-owned enterprise's human resources management

Hypotheses 2:

H0: Corporate culture has no significant relationship in private enterprise human resource management

H1: Corporate culture has a significant relationship in private enterprise human resource management

Hypotheses 3:

H0: Employee training system has no significant relationship in private enterprise human resource management

H1: Employee training system has a significant relationship in private enterprise human resource management

1.4 Research Conceptual Framework

- Explain independent variables and dependent variables
- Independent variables are family management, employee training, corporate culture
- The dependent variable is the human resources management of the private enterprises

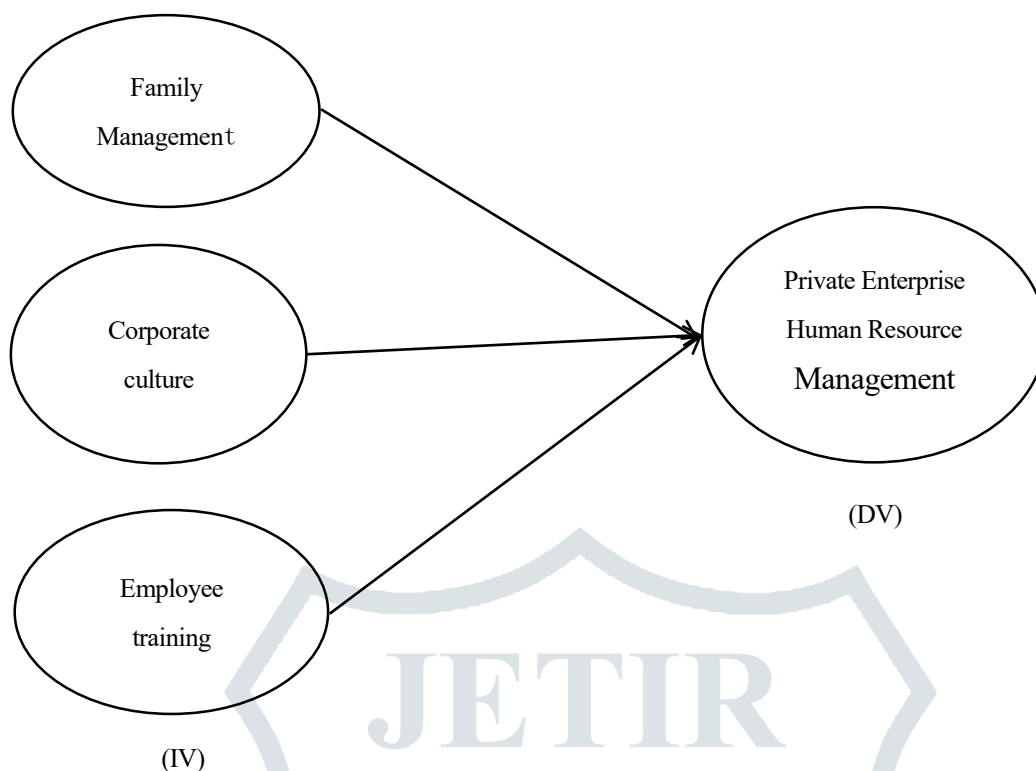


Figure 1 Research Conceptual Framework

2.LITERATURE REVIEW

The academic papers and academic writings on the human resources management of private enterprises in China are all enriched after China's accession to the WTO. After China's accession to the WTO, the private enterprises have begun to face an unprecedented crisis in human resources, and private enterprises are in urgent need. Perfecting human resources management and development to cope with the scramble for talent warfare, so the theoretical circle has begun to have a lot of research results in this field, thus providing reference and suggestions for improving the level of human resources management in the private enterprises. Li (2013) "Human Resources for Private Enterprises" and Lu(2016) "21st Century Private Enterprise Development Strategy" gave me a comprehensive understanding of the problems in the human resources management of private enterprises and the issues facing them. challenge. Among them, Zhu (2013) "The Private Business Growth Masterpiece" and Lu (2012) "21st Century Private Enterprise Development Strategy" are rich in domestic and international classic books. After I learned about the successes and failures of some private enterprises The measures summarized are all more feasible and operational. Li (2013) "Human Resource Management of Private Enterprises" is a book that explains in detail the major issues concerning human resource management in private enterprises. It also serves as a reference and reference for the writing of the paper. In terms of academic papers, it has emerged endlessly in recent years. In these academic papers, the major problems in the human resources management of private enterprises in China are analyzed in depth from the following perspectives

2.1 Research on family management

Since China's reform and opening up, a large number of family-owned enterprises have rapidly emerged, showing strong vitality and becoming an important force for China's economic development. The growth of family businesses not only concerns the economic development of China but also the social and cultural progress of China. Due to the influence of specific historical and cultural factors, the development of family business in China is not only of short history but also relatively small and technologically backward compared with the family-owned enterprises in developed market economies, and the phenomenon of "three generations of richness" is in the course of the development of family business in China. The performance was particularly prominent, and the tragicomedy played in the family business continued to repeat. the scholars' research on family businesses is still in its infancy. Although more and more experts and scholars

have shown concern for family business research, they have not yet formed a relatively complete theoretical system. The long-term neglect of family business research is a major flaw in the academic circles. It is only in recent years that the academic community has begun to pay attention to the family-owned business problem and caused some disputes (the Chu, 2010). Zhou(2014) recognized early on the academic and practical significance of “the rediscovery of family management,” stating that “the ancient organizational form of the family is and will continue to flourish in the development of China’s socialist cause today and tomorrow. It contains all the vitality it contains.”But this view has not aroused widespread resonance in the academic world. Professor Li(2013) pointed out that the Chinese economists’ indifference to the study of the family system is surprising.

2.2 Research on employee training

Yang and Li(2012) summarized the status and characteristics of American corporate training, and analyzed and illustrated the trends in the development of corporate training in the United States within three years: (1) The funding for training for enterprises is increasing year by year, accounting for investment in education in the United States. (2) Half of the cost; the cost of training for large and medium-sized companies has decreased, and the training costs for small businesses have risen; (3) The importance of new employees' adaptive ability, product knowledge, and customer education has shifted to the management capabilities of employees. And the application of new technologies, from the "skills" focus to the "human center" transition; (4) corporate training from the original reliance on corporate human resources departments to take part in the company's internal and external personnel to participate in, division and collaboration; five using new types of training Ways to replace traditional training methods, extensive use of highly informative technical means.

Gao and Xu(2016) points out the characteristics of Japanese corporate training: (1) State-to-business training provides policy guarantees and financial support;Constantly improving training mechanisms,adopting advanced teaching facilities and equipment; (2) Building perfect vocational training In addition to the efforts of the government and enterprises, the employees of the company also have their own needs for continuous learning. Lan(2016) has written that employees’ individual desire for self Development, the demand for getting higher and higher, and expectations are also glowingly 2016 analyzes the new characteristics of training development of Japanese companies from the perspective of changes in the training of Mitsubishi Corporation in Japan. From the in-company education to the active promotion of individual career development; The transfer of the company’s main employee training to the external market; (3) Adopting an encouraging attitude to training that involves the employee’s own career development and not closely related to the position. Implementing the principle of “self-responsibility” that employees use their spare time and their own expenses.

Liu and Wang (2017) pointed out that corporate training cannot only effectively mobilize the enthusiasm of employees, enable employees to gain knowledge, skills, and qualities related to work and career development, and then adjust the contradiction between people and things to achieve harmonious people; it can also help The company establishes a vigorous, progressive and progressive organizational culture that helps companies improve their ability to adapt to market changes.Yao(2014) combined the development goals of the company and the career development of employees and proposed a new type of training to achieve a win-win situation for employees' career development and business development. This viewpoint is to consider both personal development and corporate development in the design of corporate training. Through reasonable and strategic employee training, the development goals of the company and the personal development goals of the employees are matched as closely as possible. In this way, it is possible to effectively avoid the risk of brain drain from training after the training of the organization on the strategic development of the organization.

2.3 Research on Corporate Culture

Su(2009) studied the direction of corporate culture development from both theoretical and practical perspectives and explained that corporate culture change is mainly guided by the relationship between corporate organizations and basic values. Chen(2014) also made a similar study, thinking that the changes in corporate culture are often formed under circumstances that cannot be changed by the enterprise.

The timing of the change and the degree of change are inaccessible, and the direction of cultural development is determined by the change in the business status of the company. Yao(2014) from the perspective of economics on corporate culture and corporate development effectiveness from the construction basis, value and other aspects of the study. Wang(2016) studied from a new perspective on how corporate culture is formed. Corporate culture consists of two parts: corporate collective unity and human resources literacy. Corporate culture can supplement the imperfections in the enterprise system and become a powerful tool for enterprise development.

Liang and Ling(2015) embarked on a study of the relationship between the development of corporate culture and the overall strength of enterprises and proved whether corporate culture is the way to promote the overall strength of enterprises. Through comparative research methods, cultural concepts, management mechanisms, and decision-making methods have been analyzed to link cultural development, information exchange, and final market efficiency of the company. Ge(2015) distinguished several types of different cultures, summed up the development forms and respective characteristics of China's corporate culture, and believed that there are three modes of absorption, permeation, and separation in the formation of corporate culture, and the formation of corporate groups in China. It can be roughly divided into three types: government-led, government-enterprise-led, and enterprise-independent. Chen and Hou(2015) studied the cultural conflicts and integration after mergers and acquisitions of enterprises and proposed to use the cultural mechanisms flexible, not to simply unify cultures, to take care of the company's corporate culture, and to fully mobilize the initiative of management personnel. Enthusiasm to form a reasonable cultural system. Xiong et al. (2016) took corporate culture as the core value guiding the entire company's advancement and development, took a test with cultural construction as the only variable, and observed its impact on corporate profits. Zhou(2016) conducted a survey of companies in Bao'an District of Shenzhen to try to find the best way of cultural development. First of all, a brief understanding of the cultural characteristics of Shenzhen, and then summarize the problems of cultural construction, and then propose solutions to solve difficult problems.

Since then, more scholars have joined the wave of corporate culture research. From the perspective of an in-depth study of corporate culture theory: In 1990, a relationship model between society and corporate culture, employee work attitude, work behavior, corporate climate, and corporate effectiveness was born. In the same year, Hofstede and colleagues introduced individuals he had previously proposed. The doctrines of collectivism, power, and masculinization - feminization and uncertainty - have avoided the creative transformation of these four ethnic cultural characteristics into the corporate culture, and have been correspondingly revised and improved. The author believes that corporate culture can be quantitatively analyzed with certain characteristics and different dimensions, and proposes a corporate culture research scale. In 2014, Cameron and Quirm (2014) published the "Organizational Culture Evaluation Scale" in the book "Diagnosing and Changing Corporate Culture: Based on Competitive Value Theory Model", which provides a series of useful methods and tools for judging corporate culture and management capabilities. It has opened up new ideas for studying organizational culture and personal behavior.

The scholars Yi and Guo (2016) believe that corporate culture has its own specific economic background and cultural background. It is a kind of enterprise spirit and values that have emerged and developed during the long-term production and management process, and the resulting behavioral norms and ethics. Standards, corporate customs, and business management awareness, guiding ideology, and business strategy generated on this basis. Li (2013) used Hofstede's quantitative analysis method to study corporate culture. Zhang (2009) believed that corporate culture is the highest goal, value standard, or basic belief that employees of the company share. He divided the corporate culture into three levels: the spiritual level, the institutional level, and the physical level.

2.4 Research Review

Comparing research on corporate culture at home and abroad, there are two limitations in our country's research. One is that research

remains at the theoretical level, and the other is that most of the research targets are specific enterprises and the research scope is relatively narrow. The research scope of foreign corporate culture is relatively wide, and its achievements are significant. Therefore, we must learn from foreign successful experience, and combine our country's own research and development status of the enterprise to promote the cultural construction of the enterprise to a higher level. Although the current theoretical results are not sufficient to support the reform of The corporate culture construction, it has not been proposed how to build a corporate culture in this era of rapid development of the energy industry. However, many foreign achievements can become a basis and guide for this research.

2.5 Research gap

From the above literature, we can see that there is no paper that uses detailed data to analyze the problems in the human resources management of private enterprises in China. Therefore, this paper uses quantitative analysis to analyze in detail the problems in the human resources management of private enterprises in China.

3 METHODOLOGY

This chapter outlines the research methods followed in the study. It provides information about the participants, the criteria for inclusion in the study, who the participants are and how they sampled. The researchers described the reasons for choosing the research design and choice for research purposes. It also describes the items used for data collection and lists the procedures followed to carry out this study. The researchers also discussed the methods used to analyze the data. Finally, the ethical issues followed in the process are also discussed.

3.1 Research setting

When I did the survey, I put it on a professional questionnaire website and invited some employees involved in human resources management and related work to help me fill out these questionnaires. Because I have chosen people who specialize in human resources management and related management in general, the questionnaires they answered are very reliable and targeted, and they are very useful for my subsequent data analysis.

3.2 Population and sample size

The dependent variable of our main research: For the 20th question (satisfaction degree of the training method), the 20th question (satisfaction of the corporate culture) is numerically 1-5. Using a simple random sampling method, for the absolute number of known data, we generally calculate the required sample size according to the following steps. It is known that the expected accuracy of the survey results (E), the confidence level of the expected survey results (L), and the specific data of the overall standard deviation estimate σ , the total number N of units. I assign the weights of the two dependent variables to 0.5, respectively, and hope that the satisfaction of the training method and the corporate culture's satisfaction mean error is between plus and minus 0.1. The survey results are within the 95% confidence range with 95% confidence. The Z statistic is 1.96. According to the estimated standard deviation of the population is 1.132 $((1.208*1.208+1.05*1.05)/2)^{1/2}$, the total number of units is 175.

$$n = \sigma^2 / (e^2 / Z^2 + \sigma^2 / N)$$

$$\text{Sample size: } n = 1.132 * 1.132 / (0.1 * 0.1 / (1.96 * 1.96) +$$

$$1.132 * 1.132 / 175) = 129.$$

4. Data collection and analysis

The questionnaire, the questionnaire method is also known as the "written survey method" or "form filling method". An investigative technique for indirectly collecting research materials in writing. A method of obtaining materials and information indirectly by issuing a concise questionnaire (form) to the investigator for the completion of comments and suggestions on the relevant issues.

4.1 Reliability and validity

(Zhou, 2016) Reliability refers to the consistency, stability, and reliability of the test results. Generally, the reliability of the test is expressed in terms of internal consistency. The higher the reliability coefficient, the more consistent, stable, and reliable the results of the test. Systematic errors have little effect on reliability because systematic errors always affect the measured values in the same way and therefore do not cause inconsistencies. Conversely, random errors can lead to inconsistency and reduce reliability. Reliability can be defined as the degree to which the random error R affects the measurement. If $R=0$, the measurement is considered to be completely trustworthy and the reliability is the highest. Reliability mainly refers to the reliability, consistency, and stability of the measurement results, that is, whether the test results reflect the stable and consistent real characteristics of the testee. A concept related to reliability is validity, and reliability is a prerequisite for validity. Reliability is only affected by random errors. The greater the random error, the lower the reliability. Therefore, reliability can be regarded as the extent to which the test results are affected by random errors. Systematic errors produce a constant effect and do not affect reliability.

Validity is effectiveness. It refers to the extent to which a measurement tool or instrument can accurately measure the things that need to be measured. Validity refers to the degree to which the measured result reflects the content that you want to examine. The more consistent the measurement result with the content to be examined, the higher the validity. On the contrary, the lower the validity is. Validity is divided into three types: content validity, guideline validity, and construct validity. Validity is the most important condition that scientific measurement tools must have. In the social measurement, the validity of questionnaires or scales as measurement tools is high. The discriminant validity must define the purpose and scope of the measurement, consider the content to be measured, analyze its nature and characteristics, check whether the content of the measurement is consistent with the purpose of the measurement, and then determine whether the measurement result reflects the degree of the trait to be measured.

4.2 Descriptive statistics

Table 1 Descriptive statistics

		Training method	Corporate Culture
Number of cases	effective	129	129
	missing	0	0
average value		3.91	3.66
Mean standard error		0.106	0.092
Standard deviation		1.208	1.05

From Table 1, we can see that the average of these two independent variables is 3.91 and 3.66, the Mean standard error is 0.106 and 0.092. The Standard deviation is 1.208 and 1. The descriptive statistics of the mean and standard deviation of the dependent variable (20th question) in the selected sample. It can be seen from the 175-overall data that the variables of the two main dependent variables studied are selected.

4.3 ANOVA

Table 2 Variance of analysis

		Sum of square	DOF	Mean square	F	Significant
Wages	Inter-group	5.951	3	1.984	1.356	0.259
	Intra-group	182.809	125	1.462		
	Total	188.76	128			
Performance management	Inter-group	8.479	3	2.826	1.843	0.143
	Intra-group	191.723	125	1.534		
	Total	200.202	128			
Assessment	Inter-group	1.916	3	0.639	0.479	0.697
	Intra-group	166.565	125	1.333		
	Total	168.481	128			
Job promotion system	Inter-group	16.5	3	5.5	4.524	0.005
	Intra-group	151.981	125	1.216		
	Total	168.481	128			
Benefits	Inter-group	16.632	3	5.544	3.827	0.012
	Intra-group	181.089	125	1.449		
	Total	197.721	128			
Reward and punishment system	Inter-group	0.37	3	0.123	0.098	0.961
	Intra-group	157.552	125	1.26		
	Total	157.922	128			
Holiday system	Inter-group	1.532	3	0.511	0.507	0.678
	Intra-group	125.972	125	1.008		
	Total	127.504	128			
Personal development.	Inter-group	2.034	3	0.678	0.597	0.618
	Intra-group	141.888	125	1.135		
	Total	143.922	128			

Results of variance analysis of the form table 2, we can see that at the level of significance of 0.1, there is a significant difference in the company's current satisfaction with human resources planning, job satisfaction, and benefits. The study considers the influence of human resource management activities on the long-term development of the company, whether it clearly understands the company's management system, the frequency of participation in training activities organized by the company. The main basis for the promotion of the company's employees, whether it understands the company's corporate culture, vision, and organizational goals. There are no significant differences among other positions in different positions.

4.4 Correlation analysis

Table 3 Correlation analysis

Variables	1	2	3	4	5	6	7	8
1.Reasonableness of HR planing	1	-.178*	0.09	0.05	-0.04	0.03	0.05	0.06
2.Corporate culture	-.178*	1	-0.03	-0.07	0.12	-0.09	-.289**	-0.1
3.Working environment	0.09	-0.03	1	-.234**	-.374**	-.291**	-.219*	-.220*
4.Recruitment system	0.05	-0.07	-.234**	1	0.13	.869**	.753**	.845**
5.Training methods	-0.04	0.12	-.374**	0.13	1	.285**	.198*	.295**
6.Wages	0.03	-0.09	-.291**	.869**	.285**	1	.850**	.898**
7.Performance Management	0.05	-.289**	-.219*	.753**	.198*	.850**	1	.783**
8.Assessment	0.06	-0.1	-.220*	.845**	.295**	.898**	.783**	1
9.Job promotion system	0.03	-.337**	0.06	.394**	.447**	.545**	.685**	.466**
10.Benefit	0.02	-.264**	-0.02	.573**	.392**	.636**	.835**	.557**
11.Reward punishment system	-0.04	0.15	-.341**	.487**	.561**	.639**	.669**	.777**
12.Holiday system	0.01	-0.13	-0.04	.265**	.455**	0.16	0.14	.217*
13.Personal development	0.08	-.360**	.215*	-.237**	-.394**	-0.11	0.07	-0.05
14.Management system	-0.05	-0.06	0.02	-0.05	-.191*	-0.06	0.06	-0.03
15.Training activities organized	0.04	-0.02	0.06	0.01	0.04	0.05	0.09	0.03
16.career planning	-0.14	-0.14	0.17	0.16	-0.05	0.17	.197*	.204*
Variables	9	10	11	12	13	14	15	16
1.Reasonableness of HR planing	0.03	0.02	-0.04	0.01	0.08	-0.05	0.04	-0.14
2.Corporate culture	-.337**	-.264**	0.15	-0.13	-.360**	-0.06	-0.02	-0.14
3.Working environment	0.06	-0.02	-.341**	-0.04	.215*	0.02	0.06	0.17
4.Recruitment system	.394**	.573**	.487**	.265**	-.237**	-0.05	0.01	0.16
5.Training methods	.447**	.392**	.561**	.455**	-.394**	-.191*	0.04	-0.05
6.Wages	.545**	.636**	.639**	0.16	-0.11	-0.06	0.05	0.17
7.Performance Management	.685**	.835**	.669**	0.14	0.07	0.06	0.09	.197*
8.Assessment	.466**	.557**	.777**	.217*	-0.05	-0.03	0.03	.204*
9.Job promotion system	1	.902**	.446**	.402**	-.218*	-0.08	.182*	.211*
10.Benefit	.902**	1	.536**	.508**	-.227**	0.02	0.15	.203*
11.Reward punishment system	.446**	.536**	1	0.15	0.02	-0.01	0.07	0.11
12.Holiday system	.402**	.508**	0.15	1	-.677**	-0.02	0.03	0.07
13.Personal development	-.218*	-.227**	0.02	-.677**	1	0.15	-0.03	0.06
14.Management system	-0.08	0.02	-0.01	-0.02	0.15	1	-0.02	-0.02
15.Training activities organized	.182*	0.15	0.07	0.03	-0.03	-0.02	1	-0.01
16.career planning	.211*	.203*	0.11	0.07	0.06	-0.02	-0.01	1

(* At the 0.05 level(double tails), the correlation is significant. ** At 0.01 level(double tails), the correlation is significant.)

From Correlation analysis which is table3, we can see Corporate culture and human resources planning rationality, performance management, position promotion system, welfare treatment and personal development space are all significantly negative correlation. The satisfaction of the training methods is positively related to the work treatment, performance management, assessment and evaluation, position promotion system, welfare treatment, reward and punishment system, and leave system. There is a significant negative correlation between family management whether or not the company's management system is clear and personal development space

4.5 Regression analysis

Table 4 Model I Coefficient Table-Corporate culture

Model	(constant)	Unnormalized coefficient B	Standard error	Normalization coefficient Beta	t	Significant	Colinear statistics	
							Tolerance	VIF
1		7.066	0.456		15.482	0		
Reasonableness of HR planning		-0.163	0.093	-0.129	-1.75	0.083	0.991	1.009
Promotion employees		-0.393	0.069	-0.43	-5.708	0	0.95	1.052
Personal development.		-0.438	0.075	-0.442	-5.859	0	0.944	1.059
a Dependent variable: Corporate culture								

Table 5 Model-coefficient table-Training method

Table 6 Regression equation model

Model	(constant)	Unnormalized coefficient B	Standard error	Normalization coefficient Beta	t	Significant	Colinear statistics	
							Tolerance	VIF
1		336	0.357		0.941	0.349		
Benefit		-0.134	0.088	-0.138	-1.532	0.128	0.524	1.909
Reward punishment system		0.621	0.085	0.571	7.272	0	0.691	1.447
Holiday system		0.536	0.093	0.442	5.75	0	0.72	1.39
a: Dependent variable: a Training method								

Model	R	R ²	Adjusted R ²	Standard estimate error	Durbin-Watson	Notable F change
1	.684a	.467	.455	.892	2.051	1
a: Predictors: (Constant), Vacation System, Rewards and Penalties, Benefits						
b: Dependent variable: A Training method						

From the results of Regression analysis, which is table 4 we can see that the significance of the three regression coefficients is less than 0.1, indicating that the introduction of each independent variable has significant statistical significance. The linear regression expression of this equation is: $y = -0.163$ believes that the current human resources planning rationality -0.393 position promotion system -0.438 individual development space. The equation shows that for each additional unit of rationality in the planning of human resources, the satisfaction of the corporate culture is reduced by an average of 0.163 units; for each unit of increase in the degree of satisfaction of the position promotion system, the satisfaction of the corporate culture is reduced by an average of 0.393 units; For each additional unit of satisfaction, the satisfaction of the corporate culture decreased by an average of 0.438 units

According to the Table 6 of the above training methods and vacation system, reward and punishment system and welfare benefits, these three independent variables can explain the difference of the dependent variable of 46.7%, indicating that there are other unknown factors that are waiting to be explored.

4.6 Reliability and validity test

Table7 Reliability and validity

Reliability statistics		
Clone Bach Alpha	Items	
0.686	24	
KMO and Bartlett test		
KMO sample fit measures	0.61	
Bartlett sphericity test	Approximate Chi-square	410.605
	Degree of freedom	91

From table 7 reliability analysis of the questionnaire, it can be seen that the Alpha coefficient is 0.686, and the value is between 0.6 and 0.7, indicating that the reliability is acceptable. The validity KMO value is between 0.6 and 0.7, indicating that the validity is acceptable.

4.7 Result

Hypotheses 1 :

H0: Family management have no significant relationship in the private-owned enterprise's human resources management (Reject)

H1: Family management has a significant relationship in the private-owned enterprise's human resources management (Due to the design of the questionnaire, no correlation was found in data collection and analysis.)

Hypotheses 2:

H0: Corporate culture has no significant relationship in private enterprise human resource management (Reject)

H1: Corporate culture has a significant relationship in private enterprise human resource management (Accept, Corporate culture and human resources planning rationality, performance management, position promotion system, welfare treatment, and personal development space are all significantly negative correlation.)

Hypotheses 3:

H0: Employee training system have no significant relationship in private enterprise human resource management (Reject)t

H1: Employee training system has a significant relationship in private enterprise human resource management (Accept, The satisfaction of the training methods is positively related to the working treatment, performance management, assessment and evaluation, position promotion system, welfare treatment, reward, and punishment system, and leave the system.)

5.CONCLUSION

First, private enterprises must establish a “people-oriented” management concept from the perspective of ideas and consciousness, and use them to guide human resource management practices. Only by changing consciousness can managers implement this concept in practice. Private enterprises must adhere to the principle that “human resources are the first resource”, attach great importance to human resources management, and fully mobilize the enthusiasm and creativity of employees. Private entrepreneurs should keep up with the pace of the times, update their knowledge structure in a timely manner, and accept new methods of thinking in order to further improve their own knowledge and management.

Second, private enterprises must establish and improve their human resource management systems within the company to achieve standardized, professional, and scientific human resource management. According to the company's own situation, it sets up human resources management departments and professional talents, defines job responsibilities, and gives full play to the role of human resources departments in supporting corporate strategy, tapping talent potential, and mobilizing employee enthusiasm and creativity. The establishment of a scientific and fair selection and employment mechanism will ensure that employees within and outside the family are determined by their abilities and that they are fair and impartial. Respect talents, love talents, perfect talents' incentive mechanism, avoid single incentive mechanism, heavy material incentives, light spiritual incentives, heavy short-term incentives, light-term long-term incentives, and unsatisfactory incentive results. Intensify training and development, cultivate internal reserve talents, help employees develop career plans suitable for their own development, agree the employees' business with the company's strategy, bind the fate, and enable employees to realize the value of life while achieving corporate goals. A win-win situation between the company and its employees.

Once again, family management is still the management model of most private enterprises. It is unreasonable to unilaterally demand the overthrow of family management. The preferred method is to introduce the modern enterprise system into the family system. It will not only retain the family system but also Raise the family system and combine the two organically. In fact, many companies in foreign countries are family-owned enterprises.

Finally, we must also emphasize that we must attach importance to the role of corporate culture in enhancing organizational cohesion, shaping the excellent image of the enterprise and enhancing the competitiveness of the enterprise. Corporate culture is formed as a joint effort by employees, and the value standards, basic beliefs, and behavioral norms that are commonly observed, once recognized and accepted by employees, will generate a powerful driving force that will promote employee recognition of the company. With a sense of belonging, a positive working atmosphere is created within the company. At the same time, this is also an important measure for companies to recruit talents and retain talents. Therefore, private enterprises should strive to create a good corporate culture that reflects the company's

own characteristics and characteristics.

Because this study has certain limitations, further research is needed in the future. This study is conducive to the development of human resources management in private enterprises. Therefore, it is necessary to study limitations to improve the quality of research. One of the limitations is the size of the sample. Only a small sample size is involved in the paper, so the data obtained may not be accurate. In addition, some people refused to fill out questionnaires in the survey, which made it more difficult to collect data.

5.1 Limitation and future research

From another perspective, researchers have encountered some problems when using software for data analysis. Questionnaire design questions and fill in questions. Therefore, there is a weak link between the dependent variable and the independent variable of the data.

Because this study has certain limitations. So suggest First, When the researchers are designing the questionnaire, the questions should be designed to be easily understood and targeted, and the independent variables and dependent variables can be directly observed. Secondly, When selecting populations, they should look for highly targeted populations of research topics. Third, When organizing data, it must be clear and concise.

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APPENDIX I

Question 1 Your gender [single choice]

Options	Subtotal	Ratio
male	62	48.06%
Female	67	51.94%
This question is valid for filling out people	129	

Question 2 Your age is [single choice]

Options	Subtotal	Ratio
A、 16-20 years	17	13.18%
B、 21-25 years	27	20.93%
C、 26-30 years	29	22.48%
D、 31-35 years	9	6.98%
E、 36-40 years	34	26.36%
F、 41 years and above	13	10.08%
This question is valid for filling out people	129	

Question 3 Your level of education is? [single choice]

Options	Subtotal	Ratio
A Junior high school	22	17.05%
B, Secondary school	31	24.03%
C, High school	31	24.03%
D. College	20	15.5%
E, Undergraduate	21	16.28%
F, Master and above	4	3.1%
This question is valid for filling out people	129	

Question 4 Your position level is? [single choice]

Options	Subtotal	Ratio
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A. Ordinary employees	95	73.64%
B. Grassroots administrator	15	11.63%
C, middle administrator	17	13.18%
D. High-level administrator	2	1.55%
This question is valid for filling out people	129	

Question 5 Your company's length of service is? [single choice]

Options	Subtotal	Ratio
A, 1 year and below	25	19.38%
B, 1~5 years	52	40.31%
C, 5~10 years	5	3.88%
D, 10~15 years	42	32.56%
E, more than 15 years	5	3.88%
This question is valid for filling out people	129	

Question 6 What do you think about the impact of human resource management activities on the long-term development of the company?

[single choice question]

Options	Subtotal	Ratio
A, it doesn't matter	19	14.73%
B. Influential but not important	48	37.21%
C, have a certain influence, more important	51	39.53%
D. It is important	11	8.53%
This question is valid for filling out people	129	

Question 7 Do You Know Your Company's Management System [Single Choice]

Options	Subtotal	Ratio
A, very clear	17	13.18%
B, more clearly	46	35.66%
C, Partly clearly	52	40.31%
D, not clear	4	3.1%
E, completely unclear	10	7.75%
This question is valid for filling out people	129	

Question 8 Your Company Recruitment Work Form [Single Choice]

Options	Subtotal	Ratio
A. Only open internal	17	13.18%
B. Based on internal recruitment, supplemented by external recruitment	49	37.98%
C. Based on external recruitment, internal supplement	44	34.11%
D, other forms	19	14.73%
This question is valid for filling out people	129	

Question 9 Does the company have a formal training system or regulations? [Single Choice]

Options	Subtotal	Ratio
A, not yet established	17	13.18%
B. Has entered the establishment phase	9	6.98%
C. There is a formal related system, but it is still not perfect	59	45.74%
D. The relevant system has been perfected	44	34.11%
E, not clear	0	0%
This question is valid for filling out people	129	

Question 10 How often do you participate in training activities organized by the company?

Options	Subtotal	Ratio
A, hardly	10	7.75%
B, rarely	47	36.43%
C, generally	53	41.09%
D, often	9	6.98%
E, always	10	7.75%
This question is valid for filling out people	129	

Question 11 What is the salary system used by your company (department)?

Options	Subtotal	Ratio
A post (job) salary	7	5.43%
B Performance pay	8	6.2%
C skill salary	10	7.75%
D Three systems coexist	104	80.62%
E other	0	0%
This question is valid for filling out people	129	

Question 12 What is the main performance assessment system for your company (department)? [single choice question]

Options	Subtotal	Ratio
Quality of work	10	7.75%
B. Work attitude	9	6.98%
C, ability	15	11.63%
D, all three questions	95	73.64%
This question is valid for filling out people	129	

Question 13 What is the biggest problem with the company's assessment system? [Multiple choices]

Options	Subtotal	Ratio
A. Selection of assessment methods	43	33.33%
B. Design of assessment indicators	61	47.29%
C. The attitude of examiners	90	69.77%
D. The assessment result cannot be opened	65	50.39%
E. Use of assessment results	82	63.57%
F, other	0	0%
This question is valid for filling out people	129	

Question 14 The company's direct financial rewards for the fruits of your work often include [multiple choices] [multiple choice questions]

Options	Subtotal	Ratio
A. Wages	44	34.11%
B, bonus	66	51.16%
C. Equity Awards	91	70.54%
D. Housing subsidies	65	50.39%
E. Overtime pay	60	46.51%
F, other	0	0%
This question is valid for filling out people	129	

Question 15 In your opinion, the main basis for the promotion of company employees [Single Choice]

Options	Subtotal	Ratio
A、 Working ability	49	37.98%
B. Length of service and qualifications	15	11.63%
C. Performance	57	44.19%
D. Human relations	8	6.2%
E, other	0	0%
This question is valid for filling out people	129	

Question 16 Do you know the company's corporate culture, vision, and organizational goals?

Options	Subtotal	Ratio
A, do not understand	16	12.4%
B. Learn a little	42	32.56%
C. Clear and clear	60	46.51%
D, remember in mind	11	8.53%
This question is valid for filling out people	129	

Question 17 Whether you have a clear understanding of your career planning [Single Choice]

Options	Subtotal	Ratio
A, not clear	15	11.63%
B, a little understanding	49	37.98%
C, have a certain understanding	43	33.33%
D. Have a clear understanding and are in progress	22	17.05%
This question is valid for filling out people	129	

Question 18 What do you think is the rationality of the company's current human resource planning?

Options	Subtotal	Ratio
A, somewhat unreasonable	15	11.63%
B. It is very unreasonable	44	34.11%
C, basic and reasonable	57	44.19%
D, very reasonable	13	10.08%
This question is valid for filling out people	129	

Question 19 Does human resource planning combined with corporate development strategy follow the plan implementation? [single choice question]

Options	Subtotal	Ratio
A. Yes, according to plan implementation	58	44.96%
B. Yes, ineffective implementation	55	42.64%
C is being established	9	6.98%
D, proposed	7	5.43%
E, no	0	0%
F, not clear	0	0%
This question is valid for filling out people	129	

Question 20 Please select the most suitable item according to the specific situation of the enterprise and the relevant human resource management system combined with your specific feelings: 1-->5 means that you are very dissatisfied-->very satisfied [matrix scale question]

*

Options / Score	1	2	3	4	5	The average score
company culture	9(6.98%)	9(6.98%)	19(14.73%)	72(55.81%)	20(15.5%)	3.66
working environment	11(8.53%)	9(6.98%)	9(6.98%)	78(60.47%)	22(17.05%)	3.71
Recruitment system	11(8.53%)	9(6.98%)	9(6.98%)	80(62.02%)	20(15.5%)	3.69
Training methods	9(6.98%)	9(6.98%)	19(14.73%)	40(31.01%)	52(40.31%)	3.91
Wages	11(8.53%)	9(6.98%)	17(13.18%)	50(38.76%)	42(32.56%)	3.8

Performance Management	11(8.53%)	9(6.98%)	18(13.95%)	41(31.78%)	50(38.76%)	3.85
Assessment	11(8.53%)	9(6.98%)	9(6.98%)	69(53.49%)	31(24.03%)	3.78
Job promotion system	11(8.53%)	9(6.98%)	9(6.98%)	69(53.49%)	31(24.03%)	3.78
Benefits	11(8.53%)	9(6.98%)	9(6.98%)	46(35.66%)	54(41.86%)	3.95
Reward and punishment system	9(6.98%)	11(8.53%)	9(6.98%)	70(54.26%)	30(23.26%)	3.78
Holiday System	9(6.98%)	11(8.53%)	58(44.96%)	38(29.46%)	13(10.08%)	3.27
Personal development space	9(6.98%)	20(15.5%)	13(10.08%)	78(60.47%)	9(6.98%)	3.45

APPENDIX II

This questionnaire is used for postgraduate graduation studies. Please fill in the answers carefully. Thank you for your help.

1. Your gender [single choice] *

- male
 Female

2. Your age is [single choice] *

- A, 16-20 years old B, 21-25 years old C, 26-30 years old
 D, 31-35 years old E, 36-40 years old F, 41 years old and above

3. Your education level is [single choice] *

- A junior high school B, secondary school C, high school
 D, junior college E, undergraduate F, master's degree and above

4. Your position level is [single choice] *

- A. Ordinary employees B. Primary administrator C. Middle administrator D. High-level administrator

5. Your working experience in the company is [single choice] *

- A, 1 year and below B, 1~5 years C, 5~10 years D, 10~15 years E, 15 years or more

6. How do you think human resource management activities affect the long-term development of the company? [single choice] *

- An irrelevant B, have influence but not important
 C, have a certain influence, it is more important D, it is important

7. Do you know the company's management system [single choice] *

- A, very clear B, more clear C, partly clear
 D, not clear E, completely unclear

8. Your Company Recruitment Work Form [Single Choice] *

- A. Only internal disclosure B, mainly internal recruitment, external recruitment
 C, mainly external recruitment, internal supplement D, other forms

9. Does the company have a formal training system or regulations? [Single Choice] *

- A, not yet established B, has entered the establishment phase
 C. There is a formal related system, but it is not yet perfect D. The relevant system has been perfected.

○E, not clear

10. How often do you participate in training activities organized by the company [single choice] *

○A, Almost not ○B, Few ○C, Normal ○D, Regular ○E, Always

11. What is the salary system employed by your company (department)?

○A Position (job) salary ○B Performance salary ○C Skill salary

○D Three systems coexist ○E other

12. What is the main performance assessment system of your company (department)? [single choice] *

○A work quality ○B, work attitude ○C, ability ○D, all three aspects

13. What is the biggest problem with the company's assessment system? [Multiple choices] [Multiple choice questions] *

A. Selection of assessment methods B. Design of assessment indicators

C, the attitude of the appraisers D, the appraisal results cannot be opened

E, use of assessment results F, other

14. The company's direct financial rewards for the labor you pay for often include [multiple choices] [multiple choices] *

A salary B, bonus C, equity award

D, housing allowance E, overtime F, other

15. Do you think the main basis for the promotion of company employees [single choice] *

○A、 Working Ability ○B、 Working Years and Qualifications ○C、 Work Performance

○D, human relations ○E, other

16. Do you know the company's corporate culture, vision, and organizational goals? [single choice] *

○A, don't know ○B, understand ○C, clear ○D, remember me

17. Do you have a clear understanding of your career planning? [single choice] *

○An unclear ○B, a little understanding

○C, have some understanding ○D, have a clear understanding and are in progress

18. How do you think the current rationality of the company's human resources planning? [Single Choice] *

○A, somewhat unreasonable ○B, very unreasonable ○C, basically reasonable ○D, very reasonable

19. Do human resources plan combined with corporate development strategies comply with planning implementation? [single choice]

*

○A、 Yes, according to plan implementation ○B、 Yes, poor implementation ○C、 Creating

○ D, proposed ○E, no ○F, unclear

20. Please select the most suitable item according to the specific situation of the enterprise and the relevant human resource management system combined with your specific feelings: 1-->5 means that you are very dissatisfied-->very satisfied [matrix scale question] *

	1	2	3	4	5
Corporate Culture					
Work environment					
Recruitment System					
Training Method					
Wages					
Performance Management					
Assessment					

Benefits					
Reward and Punishment System					
Vacation System					
Personal development space					

