

HRM in domestic small and medium-sized enterprises in post epidemic period

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Abstract. The unexpected outbreak of COVID-19 at the beginning of the year 2020 threw people's lives and work routines out of sync. The disease's continued spread had a damaging effect on the nation's overall economic and social growth as well as the essential interests of thousands of enterprises and their workers. Businesses are encountering additional difficulties as they try to restore labor and production now that the pandemic has resumed to its usual course. By using small and medium-sized businesses as the research object, examining and contrasting the causes of the challenges that small and medium-sized businesses face in the processes of hiring new employees, managing salaries, laying off workers, and employee sharing both before and after the epidemic, as well as putting forward alternative solutions, the goal of this paper is to increase the management efficiency of human resources and reduce the operating pressure of small and medium-sized businesses.

Keywords: Human Resource Management; small and medium-sized enterprises; Epidemic Era.

1. Introduction

Since reform and opening up, small and medium-sized enterprises have developed rapidly. They can not only create a large number of jobs for the society, promote social stability, but also activate the market economic structure and create a large amount of national wealth. The outbreak of COVID-19 in early 2020 dealt a heavy blow to all walks of life, especially small and medium-sized enterprises, which faced such a sudden and serious situation for the first time, and encountered difficulties in recruitment, salary management, unstable employee relations and so on. Small and medium-sized enterprises can not respond quickly to the changes brought about by the epidemic, and even the outbreak of such emergencies will cause most enterprises with insufficient information to fail to keep pace with the market demand and the development of the times, and lag behind other enterprises in the same industry. In order to make up for the economic losses of the previous two years, innovative management must be carried out in combination with the actual situation.

Against the background of the epidemic spreading to the whole country, many scholars have studied some problems faced by small and medium-sized enterprises in human resource management after the outbreak of the epidemic. The academic community has discussed from the perspectives of employee recruitment, salary management, layoff and employee sharing. In this paper collects relevant data through literature review method, sorted out the problems existing in human resource management of small and medium-sized enterprises before and after the epidemic, and comparative analyzed, This paper will also continue this topic by combining research, comparing the situation faced by small and medium-sized enterprises before and after the epidemic, and analyzing their countermeasures.

1.1 Research on relevant literature on employee recruitment

With regard to employee recruitment, Li Dan pointed out that the current situation of employee recruitment in small and medium-sized enterprises in the post epidemic period has problems such as lagging information, limited professional skills, insufficient costs and limited recruitment channels in terms of recruitment consciousness, process, channels, personnel and results. He also put forward suggestions and measures to optimize the organizational structure, establish employer brands, enrich channels and reduce costs [1]. Gu qinxuan et al. Analyzed the specific data and concluded that under

the epidemic situation, the recruitment form should be changed, such as choosing interns, interns, part-time workers, etc. while strengthening the epidemic control, we should also care for employees, such as canceling unnecessary travel, distributing epidemic prevention materials such as masks to employees, etc. [2]. Liang Xukai highlighted the challenges small and medium-sized businesses' human resource management faced in the new environment, including the ineffective office style, challenges with online hiring, and restrictions on online training. It is proposed that small and medium-sized enterprises should make rational use of online recruitment, give full play to the role of government macro-control, and create innovative online recruitment models, so as to attract more employees [3].

1.2 Research on relevant literature of salary management

Guo Limei noted that many businesses have incurred substantial management expenses as a result of the salary issues caused by the epidemic. Simultaneously, it will be accompanied by brain drain, frequent salary-related contradictions, and complex and serious problems in employee relations, which have had a significant impact on the operational efficiency of businesses. Under the aforementioned circumstances, it is challenging for managers of small and medium-sized businesses to quickly and objectively understand the relationship between employee positioning and business development. It is also challenging for human resource managers of businesses to effectively introduce and maximize their businesses' human resources by utilizing the external environment [4]. Chai Dingping noted that under the COVID-19 pandemic, the problems in the salary management of small and medium-sized enterprises include the absence of effective employee benefits in the salary system, the absence of efficient post analysis and performance management system support in the salary system, and the absence of external competitive advantages in the salary. The problem's rationalization strategies include temporary salary reduction for core staff and backbones, salary payment for basic employees based on specific conditions under the special circumstances of the epidemic, establishment and improvement of a salary management system, and formulation of a scientific and reasonable salary system [5]. Ren Mengmeng noted that the problems in the salary incentive system of small and medium-sized businesses include a single form of salary incentive, a lack of relevance, an unreasonable salary incentive structure, a lack of integration with enterprise strategy, an imperfect performance appraisal mechanism, and an unreasonable setting of performance appraisal indicators. If small and medium-sized businesses want to succeed in a competitive market, they must recognize the importance of talent and formulate a scientific and reasonable salary incentive system to retain talent. Resolve the issue of employee compensation in a timely manner so as to boost employee motivation and promote the long-term and sustainable growth of small and medium-sized enterprises [6]. Using specific data, Cai Ruiyu and Yang Lin demonstrated that 30% of small and medium-sized enterprises have a salary payment capacity of less than three months, meaning that during the COVID-19 epidemic, 30% of enterprises will be unable to pay wages and operate normally. In addition, 49% of businesses are unable to pay wages for more than six months, which hinders their ability to make cash payments. Cai Ruiyu and Yang Lin proposed that, in response to COVID-19, small and medium-sized businesses should enhance their ownership structure and governance mechanism, financial risk management system, internal audit, and emergency response capabilities. Additionally, in order to help small and medium-sized businesses overcome the obstacles, the state, local governments, and other pertinent authorities should actively adopt some aid and preferential policies for their development. From the standpoint of the supply chain, businesses may fully explore the financing options available there, increase the access to finance for small and medium-sized businesses, and support the long-term growth of their operations [7].

1.3 Related literature research on layoffs and employee sharin

Wang Jiang pointed out that the "shared employee" model first solved the employment difficulties of more than 4 million people in the catering and other service industries. For the service industry and other industries, the "shared employee" under the epidemic is an overall lease led by both

enterprises, not the free flow of individual employees. With the rise of the sharing economy, "sharing employees" will have broader imagination. However, for both enterprises, while enjoying the benefits of "sharing employees", they should also pay attention to the prevention of relevant risks [8]. Zhao Wenzhe used the case of HEMA Xiansheng enterprise to introduce the concept and significance of the "shared employee" model, compared the "shared employee" model with the odd job economy model, and proposed the view that the working situation involved in the "shared employee" model has more obvious bureaucratic characteristics, and the "odd job economy" is essentially workers' independent choice of work. Then it points out the problems faced by the mode of "sharing employees", such as the shortcomings of its relevant laws and regulations, the low employment quality involved, and the lack of professional platform strength. Zhao Wenzhe pointed out that first of all, efforts should be made to make up for the shortcomings in the construction of laws and regulations in the field of shared employees as soon as possible. To solve the legal and institutional problems involving sharing employees, the key is to clarify the rights and responsibilities of sharing employees, provider enterprises and recipient enterprises. Secondly, we should build a professional platform to further improve the matching efficiency of shared employees. We should actively play the role of a professional platform, prevent the social capital disadvantage of some entrepreneurs from inhibiting the development potential of the "shared employee" model in the overall labor market, and at the same time avoid traditional enterprises that encounter the "digital divide" from becoming risk bearers of supply and demand waves in the labor market under the pressure of the epidemic [9]. Hou Xuefeng and Tang Xinyu investigated the primary elements influencing employees' organizational loyalty under the shared employee model, such as the compensation and welfare system, the enterprise's human resource management system, training possibilities, and promotion space. To improve organizational loyalty of shared employees, it is proposed that small and medium-sized enterprises improve shared employee employment policies and system guarantees, build a fair and reasonable salary and welfare system, create a good corporate culture atmosphere, and formulate fair and reasonable incentive policies[10].

Although many scholars have studied the current situation of some small and medium-sized enterprises, the most important thing in this paper is to find out the reasons that really affect the efficiency of the company and other aspects, and make targeted changes according to the current problems through changes in the problems.

2. Method

The literature review method is that researchers, aiming at a specific topic or topic, on the basis of a large number of relevant documents and materials at all levels with certain academic value in the county, comprehensively sort out, summarize, analyze, summarize and refine different ideas, viewpoints and methods reflected in literature and history, and finally form a phased review and summary that can reflect the research level and development trend of the topic or topic. An academic research method that describes the current situation or predicts the future. Through reading, analyzing and sorting out relevant documents and materials, we can comprehensively and correctly study a certain problem.

There are different methods for categorizing small and medium-sized firms across areas based on employee count, industry, registered capital, and other characteristics. According to the law on the promotion of small and medium-sized enterprises and several State Council opinions on further promoting the development of small and medium-sized enterprises, specific standards for the classification of small and medium-sized enterprises have been developed based on indicators of enterprise employees, enterprise income, total assets, and other industry-specific characteristics. SMEs are a relative concept. This economic unit's staff scale, asset scale, and operation scale are low when compared to large firms in the industry. China is currently split into sixteen industries based on enterprise personnel, operating income, and total assets. In conjunction with the peculiarities of the industry. Small, medium, and micro firms include, for example, industrial enterprises with less than

1,000 employees or an operating income of less than 400 million yuan. There are over 300 medium-sized firms with an operating income of more than 20 million yuan and over 20 tiny enterprises with an operating income of more than 3 million yuan.

This paper collects journals, papers, works and other literature on employee recruitment, salary management, layoff and employee sharing mode, and summarizes relevant concepts, influencing factors and theoretical knowledge.

3. Results

During the epidemic, the working methods of many enterprises have changed, which will certainly lead to imbalance and inefficiency. Difficulties that had never been encountered before were also revealed one by one. For example, the online and offline integration mode makes employees confused, recruitment and training cannot be conducted face-to-face, performance management is chaotic, and the online office system is backward and inefficient, which can not ensure a good relationship between employees. These are the issues that small and medium-sized businesses are dealing with during the current pandemic. It is precisely because of their small scale and low production technology that they cannot quickly adapt to popular life and go on the right track. Therefore, they need to face these problems directly and solve them effectively.

3.1 Recruitment and interview difficulties

Before the epidemic, most small and medium-sized enterprises used offline interview methods. Interviewers can make more comprehensive observation through the behavior, expression and lateness of candidates. There are a variety of interview techniques, such as the one-on-one personal interview and the group interview, which are primarily used to gauge a candidate's interpersonal communication skills, capacity to comprehend and absorb the environment, and organizational leadership skills. However, during the COVID-19 epidemic, in order to avoid large-scale personnel gathering and virus infection, the government often restricted the space of enterprise employees, making them unable to conduct effective and formal interviews. The interview form has also changed from a variety of forms to just the only form of online video interview, which will make the interview difficult due to various unexpected reasons such as Internet jams. This form also can not let the interviewer fully understand this person, So that when employees arrive at the enterprise, there is a mismatch between personnel and posts, which will lead to long-term abnormal operation of the enterprise and even economic recession. This is particularly clear from the viewpoint of small and medium-sized companies since, in contrast to big businesses and state-owned businesses, they have an organizational structure that is less definite. Numerous problems plague recruitment and interviewing, including an unbalanced employment orientation caused by industry characteristics, a lack of campus recruitment channels, a talent shortage, urgent changes to recruitment forms due to space restrictions, and a worsening mismatch between personnel and posts as a result of the introduction of new recruitment forms[4].

3.2 The relationship between salary and performance is not clear

Before the epidemic, small and medium-sized enterprises mostly determined their remuneration based on performance, which can make most employees agree and satisfied. However, because many employees began to work from home during the lockdown period, the link between salary and performance could not be clearly defined. If employees in the same department received the same salary, employees working offline could not have a sense of identity with employees working online. The management system of small and medium-sized enterprises lacks standardization. Most of the salary standards are formulated unilaterally by the leaders of enterprises, and no clear provisions are formulated in combination with the strategic objectives and performance appraisal of enterprises. Salary management is an important control means to reflect the operating input rate of enterprises. Especially during the epidemic, due to the outbreak of the epidemic, people who initially worked in

the company had to work from home. This change is accompanied by the input of family time and the independent arrangement of working time, which affects the effective working time of employees, and then affects their performance and wages. For instance, small and medium-sized businesses with project-based products must engage in face-to-face marketing; however, the limitations of space and migration render such sales activities impossible. The traditional production mode and sales mode for small enterprises to buy and sell small retail products is to do a lot of manual work and on-site sales. However, it is clear that these office modes are no longer allowed. At the beginning of the epidemic, small and medium-sized enterprises obviously lacked emergency management plans and could not establish an adaptive performance management model in a short time, leading to a decline in production efficiency; Due to the diversity of office forms required by employees and complex influencing factors, the labor time cannot be guaranteed; Due to work restrictions, performance declines, accompanied by income problems.

3.3 The dilemma of layoff and employee sharing policy

Three years ago, the distribution of employees in all companies was good, and there was rarely an extreme shortage of employees. Against the background of epidemic prevention and control, enterprises must face the phenomenon of more people and less money in the economic downturn. Although the government has given many welfare subsidies, especially to small and medium-sized enterprises, these funds are far from enough to support the development of enterprises. Therefore, layoffs are inevitable, because retaining employees is a huge cost burden for enterprises. However, the problems of large enterprises are not serious, so the employee sharing model has emerged for such problems. There are still hidden dangers, such as the attribution of industrial injury responsibility, the disclosure of company secrets, and the risk of employee turnover, despite the fact that the policy has largely solved the problems of small and medium-sized businesses at this time. At least three parties are involved in employee sharing: recipients, lenders, and employees. The human resources department must improve its handling of social security, wages, personal taxes, work-related injuries, and other issues in a timely manner [11].

4. Discussion

In the post pandemic era, for employees, life and work are more like a unified whole. In the context of the spread of the epidemic, some employees are facing the dilemma of salary reduction or even layoff, and some employees are facing the dilemma of reducing efficiency due to unstable relations with employees. All of these will affect their mental health and produce symptoms of irritability, anxiety and even depression. From the perspective of enterprises, the outbreak of the epidemic has a great impact on the work and life of employees. Training employees' mental health will become the basic and long-term work of enterprises. In the post pop era, many enterprises have adopted salary adjustment, salary reduction and even layoff schemes to reduce the costs paid in operation. The wage adjustment budget of enterprises has also been significantly reduced. Traditional economic wages can no longer play an incentive role as in the past. Non economic salary can balance the work and life of employees, reduce the actual pressure of employees and take care of the value of employees. It can fully stimulate the enthusiasm of employees, enable employees to invest more energy, reduce the risk of brain drain of enterprises, and improve the resistance of enterprises to unknown risks.

This paper proposes corresponding solutions to these three problems:

SMEs should enrich recruitment channels and pay attention to internal recruitment. The internal human resources of an organization are also an important source of human resources. After an organization generates a recruitment demand, it should first consider whether there are suitable human resources within the organization to supplement it. Recruitment can be completed through promotion, job exchange, job rotation and re employment. Develop external recruitment channels, adopt the recruitment channel strategy of combining online recruitment, online campus recruitment, circle recruitment, acquaintance recommendation and other recruitment methods, expand enterprise

recruitment publicity, and carry out full recruitment. Make full use of emerging social media, such as Weibo and wechat, to call on all employees of enterprises to participate in recruitment. On the other hand, small and medium-sized enterprises should reduce recruitment costs, do a good job in recruitment budgets, improve internal recommendation systems in recruitment publicity, and tap the potential of internal employees to reduce personnel acquisition costs, placement costs and training costs.

Formulate fair and reasonable incentive policies. The transfer of shared employees from the original enterprise to other enterprises does not mean that they have no relationship with the enterprise from now on. The shared employees are still important resources of the enterprise. F. Herzberg pointed out in his two factor theory that what really motivates employees is not the health care factor, but the motivation factor. With the development of society, people are facing more and more pressure in life. It is difficult to meet people's increasingly diverse needs with simple material incentives. Therefore, in improving the loyalty of shared employees to the original enterprise, enterprises should adopt a combination of material incentives and spiritual incentives. On the one hand, they should issue bonuses in a timely and reasonable manner to bring material benefits beyond the basic income to employees. On the other hand, they should enhance the enthusiasm, creativity and initiative of employees through team communication and cooperation, career planning, information exchange and sharing. So that they can feel all-round motivation in their work.

Build a fair and reasonable salary and welfare system. In fact, no matter how employees change in different modes of the enterprise, the payment of their remuneration and benefits is ultimately borne by the enterprise. Every employee is very concerned about the salary and welfare system. Therefore, enterprises need to build a compensation and welfare system with incentive orientation and fairness for employees. This system, on the one hand, should reflect its internal fairness, on the other hand, it should show its external competitiveness. In general, when employees working offline see that their colleagues working from home earn more than him, they will feel a psychological gap because their salary is lower than their expected level, which will affect their job satisfaction and engagement. Assuming that the salary system of the original enterprise has certain competitiveness and relative fairness, it can stimulate the enthusiasm of employees to a great extent, so that they can have greater motivation to complete the tasks of the enterprise, thus improving their engagement. In addition, as an indirect compensation paid by enterprises to offline employees, welfare benefits, such as transportation subsidies, high temperature subsidies, medical subsidies, small gifts on holidays and so on, can improve employees' salary satisfaction and sense of belonging to the organization to a certain extent.

5. Conclusion

The COVID-19 epidemic has had a significant negative impact on small and medium-sized enterprises (SMEs). This paper focuses on human resource management, which promotes the optimal allocation of internal factors of small and medium-sized businesses in order to find more stable and effective strategies to deal with the external situation rife with crisis, and hopes to derive a "general methodology" suitable for this group from a variety of specific adjustment strategies. This paper puts forward corresponding countermeasures from three perspectives: employee recruitment, salary management, layoff and employee sharing. Internet thinking innovates employee recruitment methods, optimizes operations through multimodal performance management, builds a training empowerment system with optimized costs, and responds to employee relations from a strategic perspective with a touchstone mentality. It truly provides feasible measures for the current operation and development of small and medium-sized enterprises, helps them cope with such emergencies more effectively, and ensures the prosperity, maintenance and development of the most active economic groups in China.

This paper only examines the primary issues with employee hiring, salary management, layoffs, and employee sharing in small and medium-sized businesses before and after the epidemic. However,

this does not preclude comparisons of other aspects of small and medium-sized businesses' human resources management. In addition, due to the limitations of the research, this paper does not analyze according to the specific samples in the literature review combined with examples. In the future, samples can be selected in the investigation and research for data analysis, This can better illustrate the problem. The human resource management of small and medium-sized businesses before and after the pandemic is the major topic of this essay. Due to the limited experience in work practice, this study has not innovated the methods and models of human resource management. Therefore, this paper have some shortcomings. I hope to put forward updated opinions after a deeper understanding.

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