Research on the Application of Competency Model in Personnel Management of Private Enterprises

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Abstract. With the continuous deepening of China’s social development and market-oriented, China's private enterprises have flourished and achieved unprecedented breakthroughs. The private economy has become an important force and source for promoting national economic growth. At the same time, with the continuous development of the trend of economic integration on a global scale, the market competition faced by private enterprises has become increasingly fierce. This article uses the behavioral event interviews, from the six modules of human resource planning, recruitment and configuration, training and development, performance management, compensation and benefits management, employee relationship management to explore the application of competency model in private human resource management system, and to provide suggestions for talent management of different types of private enterprises.

Keywords. Private enterprise; human resource management; competency model.

1. Introduction
Since the reform and opening up, China’s private enterprises have flourished, and have become an important force in promoting the growth and development of the national economy. However, due to the shackles of the traditional enterprise human resource management model, the human resources management of private enterprises in China is facing a huge test at this stage. In recent years, the research on competency model has broken through the original field of employee assessment, and its functions have gradually extended, and the scope of application has expanded to the whole process of human resource management in enterprises. Facing the overall severe competition situation of private enterprises, enriching the competency model theory and integrating the theory into the six module areas of human resource management. We hope that this can properly optimize the human resource management system of private enterprises in China. Breaking through the traditional extensive management of private enterprises, promoting private enterprises to improve the efficiency of human resource management, and ultimately achieve the strategic goals of the enterprise [1].

2. Analysis of the Current Situation of Human Resource Management in Private Enterprises in China

2.1. The Overall Situation of Private Enterprises in China

2.1.1. External Competition Intensifies. The economy of China’s private enterprises has made a
A qualitative leap in just a few decades, making an indelible contribution to the continuous growth of the market economy. However, with the integration of the global economy, the trading environment and the talent environment have undergone tremendous changes on a global scale, and private enterprises will face greater external competition.

2.1.2. Changing Management Concept. The social competition environment is changing with each passing day, and all kinds of enterprises are competing to grow and develop. The original management concepts and methods of private enterprises have been far from the realistic development requirements. The concept of talent management of private enterprises needs to be innovated urgently.

2.1.3. Lacking of Effective Human Resource Management. At present, there is a shortage of excellent human resources in private enterprises, especially represented by senior management talents and technical professionals. There is not much learning about the modern human resource management system of private enterprises, lack of understanding, lack of effective human resource management system in private enterprises, which hinder the further development of private enterprises and creating new growth points.

2.2. The Dilemma Encountered in the Management of Human Resources in Chinese Private Enterprises

2.2.1. Lacking of Long-Term Human Resources Management Concepts and Strategic Planning. Private enterprises do not have a deep understanding of the modern human resources management system, especially the lack of long-term effective strategic planning, which leads to the inability of enterprises to effectively allocate and develop human resources, and the lack of substantial and effective promotion of human capital, which seriously restricts the further expansion of enterprises and the implementation of sustainable strategies.

2.2.2. Lacking of Human Resource Management System. Private enterprises have not yet perfected and improved the advanced human resources management system of modern enterprises. The performance is as follows: First, there is a lack of scientific and unified standards for talent recruitment and selection, the accuracy is low and the family management color is strong; Second, there is no perfect staff training system, generally, the tradition of “teachers with apprentices, learning while doing” is adopted, and human capital investment is obviously insufficient [2].

2.2.3. Neglecting the Construction of Enterprise Culture Based on People. Private enterprises lack a humanized institutional system, and the awareness of corporate culture construction lags behind. Only attaching the importance to the economic benefits and profit growth of enterprises, the self-development of employees is neglected, which leads to the mismatch between personal values and the strategic development of enterprises.

3. Human Resource Management Analysis of Private Enterprises Based on Competence Model

3.1. Application of Human Resource Planning and Employee Relationship Based on Competency Model
Based on the application of competency model in human resource planning and employee relationship, the cultural vision of the enterprise is transmitted to the employees, and personal planning is based on the competency and behavior of those with outstanding performance. Emphasis is laid on predicting and judging the future of human resources, and guiding them to choose the right one based on their own quality training. Career planning for personal development.

3.2. The Application of Recruitment and Configuration Based on Competency Model
The recruitment model based on the competency model can ensure that the interview examiner focuses on the key factors of the position, establish a unified standard, make the interview process scientific and
systematic, and follow up on the inherent excellent competency characteristics of the applicants, on the basis of which the existing staffing and non-existent personnel are deployed. To plan, focus on training employees with excellent competence, and ultimately establish a scientific recruitment and selection decision-making program based on competency model [3].

3.3. Application of Performance Appraisal Based on Competency Model
The performance appraisal management system based on competency model includes the performance targets and competency standards development, performance appraisal, communication feedback and other aspects, which can more objectively and comprehensively evaluate the contribution of employees to the company’s development, greatly improving the role of performance management.

The first step is to distinguish between excellent performance and common evaluation indicators, and clearly define performance evaluation indicators on this basis.

The second step is to carry out performance appraisal with reference to work objectives and performance appraisal standards.

The third step is communication feedback.

The competency model comprehensively evaluates employees’ working ability and attitude.

3.4. Application of Compensation and Welfare Management Based on Competency Model
The salary management system based on the competency model, through multi-dimensional and deep-level incentives, enables employees to adjust their behaviors in accordance with the development requirements of competency in order to obtain value, in order to meet the long-term development strategy of the company.

4. Suggestions on Effectively Improving the Competence of Personnel at All Levels in Private Enterprises

4.1. Suggestions on Improving the Competence of Senior Managers in Private Enterprises

4.1.1. Opening a Special Capacity Training Course for Senior Executives. According to the requirements of the competency quality model. On the one hand, it focuses on cultivating the general management competence of senior leaders, mainly through systematic training, and undergoing the tempering of daily work practices; on the other hand, cultivating the industry’s general competence, reflecting the level of senior management’s understanding of the industry in which the company is located, by management consulting and professional training.

4.1.2. Establishing Executive-Oriented Performance Management and Incentive Mechanism Based on Competency Model. Establishing executive-oriented performance management and incentive mechanism based on competency model, adopt diversified compensation and deep incentive combination. Performance objectives are based on trust, which has a certain focus on achieving executives’ sense of achievement and value. The agreement between senior management and organizational strategy.

4.1.3. Strengthening Communication with Employees and Advocate the Management Concept of “People-Oriented”. Private enterprise executives should strive to improve the humanized system, pay attention to the employees’ own development, and are willing to invest in the activities of the team. Make employees feel valued in the enterprise, establish a common vision with the enterprise, so that personal values and enterprise development concepts are unified, and truly establish the human resources management concept of “people-oriented” in modern enterprises [4].
4.2. Suggestions on Improving the Competency of Middle Management Personnel in Private Enterprises

4.2.1. Enhancing Professional Skills and Strengthen Industry Knowledge Training. According to the specific requirements of the company's position, establish the proprietary competency model of the middle management personnel of the enterprise, clarify the competency qualities required for the intermediate management positions, and train the potential competency of the middle-level leaders in a targeted manner, and strive to achieve the position of the middle-level managers of the private enterprises. The organic unity of qualifications, organizational commitment and personal positioning [5].

4.2.2. Participating in Outdoor Team Development and Smooth Communication Channels. The competency model of middle-level management in private enterprises shows that middle-level managers should communicate with grass-roots employees, participate in outdoor team development, unblock information communication channels, demonstrate personal affinity, improve the cohesiveness of department employees, and ultimately achieve effective improvement of work efficiency, create greater benefits for the company.

4.2.3. Using Targeted Incentives and Supervision. The middle management of the enterprise should be based on the middle-level manager's proprietary competency model, aiming at the individual fulfillment needs of different employees, using targeted incentives and supervision methods to maximize the value objectives of the middle management personnel and give full play to their ingenuity. At the same time, we will follow up and supervise the development of departmental activities to ensure that the department's tasks can be successfully completed.

4.2.4. Coordinating the Work Arrangement of the Department and Clarifying the Duties of the Department Staff. The middle managers of the enterprise are based on the middle-level manager’s proprietary competency model, coordinating the department’s work arrangements, clarifying the department’s staff responsibilities, clarifying the department’s staff responsibilities and supervising the implementation of the strategy, and guiding the department’s employees and the company to form a consensus on the overall purpose and development strategy. Complete departmental tasks with quality and quantity [6].

4.3. Suggestions on Improving the Competence of Grass-Roots Employees in Private Enterprises

4.3.1. Improving Corporate Culture and Establish a Fair and Harmonious Working Environment. Grass-roots employees should understand and recognize the culture of the enterprise, feel a sense of belonging in their work, and cultivate excellent professional competence in a harmonious cultural atmosphere. Enhance the trust in colleagues, work together and build team awareness.

4.3.2. Increasing the Intensity of Entry-Level Training for Grass-Roots Employees. In response to the requirements of competency quality of the competency of grass-roots employees, systematic and scientific training norms of knowledge and skills of grass-roots employees will be produced in the form of handouts or slides. At the same time, the effect feedback of the training will be strengthened, and the training effect will be evaluated and tracked to ensure that the expected effect of training can be achieved [7].

4.3.3. Feedbacking and Re-learning on Performance Appraisal. Grass-roots employees should take the initiative to communicate with their superiors on the results of performance appraisal, and explore the reasons for the failure of performance objectives, so as to seek the direction of improvement, provide their own competency level, and adapt to the needs of the post [8].
4.3.4. The level of Competency of Grassroots Employees Should be Focused on Cultivating Incentives and Achievement Orientation. Through deep-level incentives, the grassroots employees of the company will give full play to their potential and advantages in order to promote their own competitiveness, and strive to achieve the organic unity of private enterprise qualifications, organizational commitment and personal positioning.

5. Conclusion
The application of competency model in private human resource management system mainly focuses on four aspects: the first is the application of human resource planning and employee relationship; the second is the application of recruitment and allocation; the third is the application of performance appraisal; the fourth is the application of salary and welfare management. Finally, the paper puts forward some suggestions on the talent management of different types of private enterprises, so as to promote the private enterprises to improve the efficiency of human resource management, and finally achieve the strategic objectives of enterprises [9].

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