



# The Research on the New Situation and Problem of Talent Management in State-Owned Enterprises

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**Abstract.** This study focuses on the new situation and current situation of talent management of state-owned enterprises in the new period. Under the background of world-class enterprise construction, the target direction and main problems of talent team construction of state-owned enterprises should give full play to the key role of state-owned enterprises in national science and technology strategy and talent strategy. This paper comprehensively analyzes the new situation and challenges faced by talent management in state-owned enterprises in the new period, which provides an important reference for strengthening the construction of talent management system in state-owned enterprises.

**Keywords:** Talent management, State-owned enterprises, New challenge.

## 1 Introduction

Under the new situation, strengthening the talent management of state-owned enterprises is the key support for accelerating the construction of world-class enterprises in an all-round way. Science and technology are the primary productive forces, talents are the primary resources, and innovation is the primary driving force. Report to the 20th CPC National Congress of the Communist Party of China demanded to strengthen the construction of talent team, speed up the construction of world-class enterprises, thoroughly implement the strategies of rejuvenating the country through science and education, strengthening the country through talents and driving development through innovation, and comprehensively improve the quality of independent training of talents. Facing the key requirements such as the construction of world-class enterprises, state-owned enterprises are facing very urgent situations and tasks, such as deeply optimizing the talent management system, strengthening the construction of talent team, further stimulating the vitality and innovation power of talents, and further promoting state-owned enterprises to play a strategic supporting and leading role in the cause of the party and the state <sup>[1]</sup>.

## **2 The New Situation of Talent Management in State-Owned Enterprises**

Focusing on the development of new quality productive forces and the construction of world-class enterprises, this paper sorted out the spirit of key meetings and policy requirements about talent management.

### **2.1 Accelerate the Construction of Talent Highland in State-owned Enterprises**

Talent makes the nation prosperous, and talent makes the country strong. Throughout the development of human civilization, the key to high-quality scientific and technological innovation is to stimulate the vitality of talent elements. The development of new quality productivity puts forward new and higher requirements for the management of scientific and technological talents in state-owned enterprises. Science and technology are the primary productive forces, talents are the primary resources, and innovation is the primary driving force. Report to the 20th CPC National Congress of the Communist Party of China has put forward a series of new ideas, new theories and new arrangements for comprehensively promoting the great rejuvenation of the Chinese nation with Chinese modernization, and emphatically demanded to strengthen the construction of talent team, speed up the construction of world-class enterprises, thoroughly implement the strategies of rejuvenating the country through science and education, strengthening the country through talents and driving development through innovation, and comprehensively improve the quality of independent training of talents. The 11th collective study in the Political Bureau of the Communist Party of China (CPC) Central Committee emphasized that "the virtuous circle of education, science and technology and talents should be unblocked in accordance with the requirements of developing new quality productive forces, and the working mechanism of talent training, introduction, use and rational flow should be improved." This provides a basic basis for us to do a good job in talent work and promote the development of new quality productive forces. The core of new quality productivity lies in innovation, and scientific and technological talents are the cornerstone of this core. Scientific and technological talents are not only the source of innovation, but also the key driving force for technology implementation and institutional innovation. In the development of new productive forces, scientific and technological talents play the role of initiators, practitioners and reformers, and are the core elements to promote the progress of productive forces. In order to develop new productive forces, we must be clear about the importance and value of scientific and technological talents, and take various measures to cultivate, attract, retain and effectively use them. This includes establishing a perfect talent training system, providing attractive working environment and conditions, and formulating reasonable talent incentive policies to ensure that scientific and technological talents can give full play to their potential in innovation activities and provide solid talent support for the development of new quality productivity.

## **2.2 Improve the Institutional System to Support the Development of Talents in State-Owned Enterprises**

In order to thoroughly implement the strategy of strengthening the country through talents, SASAC issued a series of policy documents to strengthen the construction of talent team in state-owned enterprises, forming an innovative and comprehensive talent policy system. At present, the focus of talent policy is mainly concentrated in four aspects: First, pay attention to talent environment. Emphasis should be placed on increasing investment in talent development, promoting the deep integration of talents with the development of state-owned economy, and providing policy support and environmental protection for innovation, entrepreneurship and talent growth. The second is to pay attention to the introduction of talents. Emphasis is placed on increasing the introduction of high-level talents, broadening the channels for talent introduction, increasing the support of talent platforms, and establishing and improving the market-oriented talent introduction and absorption mechanism. The third is to pay attention to personnel training. It is emphasized that we should take the national development and social demand as the guidance, improve the training support mode, pay attention to the cultivation of innovative ability, focus on professional talents, and improve the coordinated education mode of Industry-University-Research. The fourth is to pay attention to talent evaluation and incentives. Emphasis should be placed on moral character, ability and performance evaluation to improve the pertinence and scientificity of talent evaluation. Focus on promoting knowledge, technology, management, skills and other production factors to participate in the distribution according to their contributions, promoting the capitalization and industrialization of scientific and technological achievements, and implementing stock option incentives so that talents can enjoy the benefits of innovation reasonably and legally.

## **2.3 Strengthen the Construction of Innovative Scientific and Technological Talents**

"The innovation drive is essentially a talent drive." The strategic position of scientific and technological innovation in leading and supporting economic and social development has been raised to an unprecedented height, and the position and role of scientific and technological talents in the innovation-driven development strategy has been raised to an unprecedented height. The new tasks of China's scientific and technological work have been put forward, and the new direction of scientific and technological work has been clarified, which has great practical significance and far-reaching historical significance for the in-depth implementation of the innovation-driven development strategy. The scientific and technological innovation of state-owned enterprises must be combined with the construction of talent team, and the first thing is to build a team of high-quality and innovative scientific and technological talents. By supplementing the reserves of young scientific and technological talents and other young forces, paying more attention to basic researchers, strengthening positive incentives, strengthening the transformation of scientific and technological achievements, strengthening the applica-

tion of intellectual property rights, and setting up scientific classification and evaluation, we will expand the ranks of innovative scientific and technological talents, create a good scientific research atmosphere of concentrating on research and innovation, and enhance the level of independent innovation of scientific and technological talents.

#### **2.4 Deepen the Reform of the System and Mechanism of Talent Development**

In the new era, in the process of building a world power of science and technology, one of the key points is to deeply stimulate the vitality of talents to give full play to the role of state-owned enterprises as the main force and vanguard. The key to the competition of comprehensive national strength is the competition of talents, which is fundamentally the competition of systems. The national policy document points out that "efforts should be made to break down institutional and institutional obstacles, decentralize the main body of employment, untie talents, and let talents innovate and create generate with full vitality, so that talents in all fields can fully display their strengths." In order to deepen the reform of talent development system and mechanism, stimulate talent innovation and create vitality, and further improve the ability and level of talent work governance, the goals and directions have been defined. At present, the reform of talent management system in state-owned enterprises urgently needs to achieve a big breakthrough in four aspects: striving for a big breakthrough in giving play to the decisive role of market allocation of talents; Strive for a big breakthrough in accelerating the transformation of government talent management functions; Strive for a big breakthrough in ensuring the implementation of the employer's autonomy; Strive for a big breakthrough in strengthening the legal construction of talent management [2].

### **3 Present Situation and Problems of Talent Management in State-Owned Enterprises**

Since the 18th National Congress of the Communist Party of China, significant progress has been made in talent management of state-owned enterprises. The idea that talent is the first resource has been deeply rooted in people's hearts, the strategic position of talent leading development has been further consolidated, the leadership of the party on talent work in state-owned enterprises has been comprehensively strengthened. The introduction of national talent training has been effective, the efficiency of talent use has been further improved, the strength of strategic talents has been greatly promoted, and more strategic scientists, outstanding engineers, great craftsmen and highly skilled talents have emerged. New breakthroughs have been made in the reform of the system and mechanism of talent development, the flow of talents and market-oriented allocation have been further promoted, and the efficiency of talent use has been continuously released, further enhancing its contribution to the high-quality development of state-owned central enterprises [3].

### **3.1 There are Shortcomings and Weak Links in the Institutional System Supporting Talent Development of State-Owned Enterprises**

Many state-owned enterprises, especially small-scale state-owned enterprises, have not yet risen to the strategic level of enterprises and lack clear strategic support for talents. The lack of standardization, institutionalization and innovation in talent work makes it difficult to meet the needs of industrial competition and international development. For example, there is no evidence for talent management innovation under the new situation, and the construction of market-oriented selection and employment system is relatively lagging behind.

### **3.2 The Talent Structure is Unbalanced**

Judging from the age composition, the proportion of young talents is still small. The "stuck neck" core technical talents, industry leaders and high-level professionals in leading state-owned enterprises in key technical fields are still scarce, and the proportion of R&D talents in enterprises is not up to the leading level in the industry. The talent structure of state-owned enterprises in different regions and industries is unbalanced, and the brain drain of state-owned enterprises in backward areas and traditional industries in the central and western regions is more serious, while the key talents in emerging industries are in short supply. For example, the development of management, science and technology and skills is unbalanced. There is a shortage of top talents, digital talents, high-skilled talents and strategic scientists urgently needed for the innovation and development of state-owned enterprises<sup>[4]</sup>.

### **3.3 The Talent System and Mechanism are Not Perfect**

The degree of marketization of talent introduction in state-owned enterprises is low, the problem of poor internal personnel flow is more prominent, and the talent incentive mechanism is not flexible enough. Except for a few state-owned enterprises with high degree of marketization, there is a certain gap between the salary level of most state-owned enterprises and market-oriented companies, which is not attractive to high-level and professional talents and is easy to dampen the enthusiasm of talent innovation. For example, the application of marketization mechanism is insufficient, the talent training mechanism is not perfect, the effectiveness of talent management is not remarkable, and the construction of talent echelon and talent retention need to be improved<sup>[5]</sup>.

### **3.4 The Law of Talent Growth has Not Been Fully Followed**

The training and development of talents lacks systematic design, diversified means and scientific evaluation, and the coverage and intensity of continuous training and development of talents are still insufficient. Some small and medium-sized or traditional industrial state-owned enterprises do not even have talent training plans. For example, the basic research ability of scientific and technological talents who support high-level

scientific and technological self-reliance is insufficient, and the professional training of management talents is lacking.

### **3.5 The Differentiation and Incentive Innovation of Talent Management Need to be Strengthened**

How to change and upgrade from a single talent management system to a hierarchical and differentiated management system is a new challenge for many enterprises. According to different businesses, different levels and different development stages of enterprises, differentiated talent management is adopted to further stimulate vitality and the spirit of continuous struggle. Differentiated talent management should make the whole material treatment and talent value adapt to the market, organically combine material incentives with spiritual incentives, and improve the effectiveness of incentives.

## **4 Conclusion**

Today's world is in a great change that has never happened in a century. The competition of comprehensive national strength among countries is essentially the competition of talents. China is undergoing extensive and profound social changes, which urgently needs the support of all kinds of talents. Doing a good job in the talent work of state-owned enterprises in the new era and forming a talented team with sufficient quantity, excellent quality, reasonable structure and vitality is an important guarantee for promoting the optimization of the layout of state-owned economy, supporting the reform and development of state-owned enterprises, and making them stronger, better and bigger. It is also the political mission and responsibility of state-owned enterprises to practice the strategy of strengthening the country through talents.

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