



Analysis on the Situation and Problems of Three Institutional Reform of State-Owned Enterprises

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Abstract. The deepening of three institutional reform is not only an inevitable requirement for fully implementing the reform of state-owned enterprises and accelerating the construction of a market-oriented operating mechanism, but also an important content for constantly stimulating the endogenous motivation of enterprises, improving the efficiency and effectiveness of enterprises and boosting the high-quality development of state-owned enterprises. This study analyzes the requirements of the new situation faced by the three institutional reform of state-owned enterprises in the new period, combs the research status and problems, and provides important decision-making reference for deepening the three institutional reform.

Keywords: Three institutional reform, State-owned enterprises, Institutional mechanism.

1 Introduction

The deepening of three institutional reform is one of the necessary conditions for state-owned enterprises to establish a modern enterprise system. The basic requirements are to establish a personnel system in which cadres can be promoted and dismissed, an employment system in which employees can enter and leave, and a distribution system in which income can increase and decrease. The goal of the three institutional reform of state-owned enterprises is to promote state-owned enterprises to activate organizational vitality, mobilize the enthusiasm of employees and improve their market competitiveness. Since the reform and opening up, in many policy documents on the reform of state-owned enterprises issued by the state, the requirements for deepening the implementation of the three institutional reform of state-owned enterprises have been repeatedly emphasized. Although the formulation of "cadres can go up and down, employees can go in and out, and income can increase and decrease" is slightly different in each historical stage, it is consistent ^[1].

Since the 18th National Congress of the Communist Party of China, the CPC Central Committee has stood at the strategic height of ensuring that the cause of the Party and the people will be passed down from generation to generation, caring for the growth of

young talents and pointing out the way forward for doing a good job in youth work in the new era. Report to the 20th CPC National Congress of the Party pointed out that talents are the first resource, so it is necessary to speed up the construction of a powerful country with talents, persist in cultivating people for the Party and the Country, comprehensively improve the quality of independent cultivating of talents, and strive to cultivate top-notch innovative talents and gather talents from all over the world. Among them, special attention is paid to the construction of young scientific and technological talents, with emphasis on accelerating the construction of national strategic talents and striving to cultivate more young scientific and technological talents and high-skilled talents. Taking the three institutional system of personnel, labor and distribution as a breakthrough, improving the distribution mechanism, innovating and developing vitality, strengthening internal control, improving the institutional system of state-owned enterprises, and enhancing the competitiveness, innovation, control, influence and risk resistance of state-owned economy are clear requirements of the CPC Central Committee for deepening the reform of state-owned enterprises. It is also the key for state-owned enterprises to make a breakthrough in deepening the three institutional reform^[2].

2 The New Situation and New Challenges Faced by Deepening the Reform of the Three Institutional Reform

First, the new trend of accelerating the development of new quality productive forces requires state-owned enterprises to speed up the cultivation of new quality production factors and create a highland for talents. Cultivating new quality production factors in state-owned enterprises is an important way to accelerate the development of new quality productivity, and it is also the key to achieve high-quality development and build a modern economic system. New production factors include technological innovation, talent development and management optimization. State-owned enterprises are required to deepen the three institutional reform, establish and improve the innovation-driven mechanism, implement the innovation-driven strategy and the strategy of strengthening enterprises through talents in depth, fully stimulate the entrepreneurial spirit and the vitality of the talent team, promote business transformation and upgrading, and strive to develop into world-class enterprises with global competitiveness. Establish and improve the long-term innovation incentive mechanism, including the stable growth mechanism of R&D investment and the benefit sharing mechanism of innovation results, and constantly enhance the role of state-owned enterprises in the national innovation system, so as to promote the development of new quality productivity by creating new production relations. Build an effective corporate governance structure with checks and balances and a flexible and efficient market-oriented operating mechanism, break through institutional and institutional barriers, enhance market competitiveness, and promote the high-quality development of enterprises.

Second, the new situation of state-owned assets and state-owned enterprises requires state-owned enterprises to further improve the market-oriented mechanism and build

world-class enterprises. The 20th National Congress of the Communist Party of China pointed out that it is necessary to build a high-level socialist market economic system, deepen the reform of state-owned enterprises, speed up the layout optimization and structural adjustment of the state-owned economy, promote state-owned capital and state-owned enterprises to become stronger, better and bigger, and enhance the core competitiveness of enterprises. The Third Plenary Session of the 20th Central Committee defined nine key directions for the future reform of state-owned enterprises, which provided a new historical orientation and action guide for the reform and development of state-owned enterprises. The new round of deepening and upgrading the reform of state-owned enterprises has been implemented in depth, which further requires the company to fully implement the deepening reform and deployment, and enhance industrial leadership, scientific and technological innovation and security support. Deepen and exert efforts on the "three systems" and deepen reform around improving the system and mechanism. Improve the market-oriented operating mechanism and more fully release the vitality and efficiency of the organization. Accelerate the construction of a performance appraisal, salary incentive and social security system with the characteristics of energy internet enterprises, strong incentives and constraints, and maximum comprehensive value, effectively connect the strategic objectives and requirements, fully mobilize the entrepreneurial enthusiasm and initiative of employees and officers, and stimulate the efficiency and vitality of enterprise innovation and development.

It is of great significance to continuously deepen the three institutional reform in the new period to improve the market-oriented operation mechanism of state-owned enterprises, promote the high-quality development of state-owned enterprises, and enhance the competitiveness, innovation, control, influence and risk resistance of state-owned economy.

3 Analysis of the Research Status and Development Trends of the Three Institutional Reform

The research on the three institutional reform is highly policy-oriented and problem-oriented. Previous studies mainly interpreted the connotation and requirements of the three institutional reforms from the perspective of the policy requirements for the reform and development of state-owned enterprises. With the deepening of the reform, the construction of assessment and incentive mechanism has increasingly become an important content and key to deepen the reform process^[3].

(1) A summary of the research on the situation requirements of the three institutional reform policies.

In terms of the source and meaning of the policy, in March 2001, the former Ministry of Personnel of the State Economic and Trade Commission and the Ministry of Labor and Social Security issued the Opinions on Deepening the Reform of Personnel, Labor and Distribution in State-owned Enterprises (No.230 [2001] of the State Economic and Trade Enterprise Reform), formally proposing three institutional reform, namely, the reform of labor, personnel and distribution, which was proposed by the State Council

for state-owned enterprises. In terms of importance, the three institutional reform, as the core of enterprise internal mechanism, are also important factors restricting the reform and development of state-owned enterprises. With the deepening of China's economic system reform, the three institutional reform is gradually deepening. Deepen the reform of personnel management system in state-owned enterprises, establish employee appointment mechanism and implement employee competition mechanism. State-owned enterprises have paid great attention to the three institutional reform, and companies in many countries have taken some measures to improve the management, labor, distribution and talent team of enterprises. Under the background of three institutional reform, state-owned enterprises should carry out three institutional reform according to the needs of modern enterprise system to improve the vitality and core competitiveness of enterprises. Three institutional reform promoted by state-owned enterprises are in line with the social development trend and the future development needs of state-owned enterprises, which can mobilize the enthusiasm of employees of state-owned enterprises, promote the improvement of the development momentum of state-owned enterprises, promote the transformation and upgrading of state-owned enterprises, and improve economic and social benefits. As the main body of the market, enterprises, essentially pursue the double maximization of economic benefits and social benefits. Therefore, enterprises should build a market-oriented management system to stimulate their endogenous motivation and enhance their vitality.

(2) A summary of the current situation and problems of the three institutional reform.

In terms of current situation and problems, the research shows that the construction of assessment and incentive mechanism is the key problem to be solved in the process of deepening the three institutional reform. Research found that there are some problems in the organization and talent management system of state-owned enterprises, such as the lack of incentive system, the solidification of salary distribution model, the imperfect mechanism, the lack of strategic organizational structure and the serious administrative process of organizational personnel management. There are main problems in the personnel management of state-owned enterprises, such as the construction of the board of directors, the employment mechanism and the evaluation and incentive mechanism. The reform of personnel management system in state-owned enterprises is not one-sided, but based on the selection of cadres, but it encountered many obstacles in the implementation process. Due to the constraints of the original management system of state-owned enterprises, the reform only stayed in form and lacked substantive innovation. In addition, for a long time, there are still many obvious problems in the management system of state-owned enterprises in China, the most prominent of which is that the management of business entities is conservative. At the same time, the reform of personnel management system in state-owned enterprises lacks corresponding support to ensure the smooth implementation of the reform.

(3) A summary of the research on countermeasures of three institutional reform.

Research shows that we should comprehensively consider the internal and external perspectives of the reform and development of state-owned enterprises and comprehensively promote the reform. The main strategies of the three institutional reform have the following three points: First, highlight the optimization of post management and the

construction of talent system; The second is to highlight contractual management and mobile employment; The third is to highlight differentiated pay and incentive performance. In order to drive the reform of personnel management system in state-owned enterprises, we should adhere to the combination of party management of cadres and stimulating vitality to deepen the reform of personnel management system; We should adhere to the combination of source reserve and echelon training to improve personnel training measures; We should adhere to the combination of error correction, fault tolerance and positive motivation to innovate the talent evaluation mechanism. In the new round of state-owned enterprise reform, we should give full play to the political core position of enterprise party committees and adhere to the principle that the party manages enterprises and cadres manage talents. The human resource management of modern enterprises is to establish a unified human resource management system that is compatible with the modern enterprise system, so as to better solve the problems left over from history, overcome the inertia of management, improve the corporate governance structure, realize the real "independent" market subject, and make state-owned enterprises become completely "independent" market subjects.

(4) Research review

First, as the central link and key to the reform of state-owned enterprises, the three institutional reform is crucial to stimulate vitality, enhance the core competitiveness of state-owned enterprises and promote high-quality development. The reform and development situation of state-owned enterprises puts forward new and higher requirements for the company to further promote the three institutional reform. To deepen three institutional reform is an initiative to seek change under the general trend of reform, and it is also a scientific response to adapt to the construction of world-class enterprises and fully stimulate endogenous vitality.

Second, the three institutional reform of state-owned enterprises are comprehensively influenced by many factors such as internal and external reform and development situation. From the internal factors, the weak management foundation, imperfect assessment and incentive mechanism, unreasonable reform strategies and other factors have affected the effectiveness of the three institutional reform. From the external factors, the reform ideology, policy and legal environment, reform guarantee mechanism, social responsibility and other factors have restricted the in-depth promotion of the three institutional reform^[4].

Third, establishing and improving the assessment and incentive mechanism is the inevitable requirement and key to deepen three institutional reform in the new period. The related research results of the three institutional reform of state-owned enterprises mostly focus on the general state-owned enterprise groups, and put forward problems and strategies from the perspective of personnel management such as performance appraisal and salary incentive, without considering the further stratification and classification of state-owned enterprises.

4 Analysis on the Problems Existing in the Three Institutional Reform of State-Owned Enterprises

The three institutional reform of state-owned enterprises is not complete. In the early stage, the state-owned enterprises experienced a series of reforms, and the employees' ideological concepts gradually changed, and their sense of competition, benefit and crisis gradually increased. However, the marketization, modern human resource management, salary assessment and distribution system and mechanism of "cadres can go up and down, personnel can go in and out, and income can be high and low" are still not perfect, especially the problems of cadres can go down, income can be low and employees can go out have not been fundamentally solved. Some cadres and employees have a weak sense of hardship and crisis, the market-oriented employment mechanism of survival of the fittest has not been fully formed, the overall management labor productivity is low, the management labor efficiency level is not high, and the reform of the system of selecting, employing and retaining people is not complete^[5].

5 Conclusion

The practice of state-owned enterprise reform has proved that deepening the three institutional reform is the key factor to fully mobilize the enthusiasm of employees and enhance the competitiveness of enterprises, the most basic reform content in enterprise reform, the top priority of the whole reform, and an important means to implement the strategy of strengthening the country with talents and enterprises with talents. To deepen three institutional reform, we must focus on the national strategic needs, follow the laws of enterprise development and market economy, and constantly improve the market-oriented operating mechanism so that enterprises can become real market players.

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