Difficulties and Countermeasures of Enterprise’s Post Internship Management

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Abstract

Relative policies, enterprise’s human resources management theories and colleges’ internship management systems were reviewed, the difficulties of enterprise’s post internship management were analyzed and countermeasures were put forward from the perspective of colleges in order to lower enterprise’s risk, foster internship work to carry out smoothly and realize the benefits of college, enterprise and students.

Keywords: post internship, enterprise management, cost, risk.

1. INTRODUCTION

After more than ten years of development, it has been widely recognized by the society, but at the same time, the problems exposed in the economic society have aroused the concern of scholars. Whether it is actively promoting the national policy level support or schools, enterprises have to be neither hot nor cold internship attitude, the school formed a piquant embarrassing situation. This internship is a school, business, students are helpful to the three party training model, why in the economic and social life? This paper proposes to analyze this.

2. A literature review

2.1 A summary of Enterprise Human Resource Management Theory

Human capital is the most important thing capital. This is the universal knowledge of enterprise management, but also the enterprise in the fierce competition in the market survival of the fittest. Social psychologist Douglas Macgregor (1906-1964) in 1957 proposed two categories of human nature: X theory and Y theory. American behavioral scientist Edgar Schein (1928-) in 1965 published "organizational psychology" in the classification of human nature, and put forward 4 kinds of human nature hypothesis. At present, a large number of small and medium-sized enterprises have received a large number of small and medium enterprises to strictly control the cost of human resources. Human resources management is more inclined to rational economic man hypothesis (equivalent to X theory) management. Its core content is that people are motivated by economic incentives to work. The purpose is to obtain the greatest economic benefits. However, this is a very short-sighted way of human resource management, is not conducive to long-term development of enterprises and long-term management of human resources. Hawthorne experiments conducted in 60s found that the worker is not only pure "economic man" by the money driven, it is "social", in addition to the material interests of driving, as well as social and psychological factors affecting the production enthusiasm of the people. Some scholars analyze the value of Post Practice (Chen Jisheng and Wei Jia 2016).
2.2 Summary of the Post Practice Management System

In order to promote the smooth development of post practice, various vocational colleges have established a relatively seamless post practice management system. Many scholars have done a great deal of discussion about it. Li Jiasheng (2012) put forward the "Internship" management system and the "5163" system management design to improve the pertinence and effectiveness of the post practice in. Huang Youquan et al (2014) discussed the problems of post practice management from the point of view of target management, and make some countermeasures. Ci Lifang et al. (2011) build a long-term management mechanism of post practice through "humanized" management. Some scholars have carried on the empirical research of post practice management system. Li Jianying (2012) taking Dalian Vocational and Technical College as an example, from the angle of the project, the scope, the quality and the risk of the post practice, the author constructs an effective post practice management platform in the following four aspects. Xe Yaosheng (2013) taking Huai’an College of Information Technology as an example, this paper puts forward the effectiveness and sustainability of the post practice management. With more and more independent practice, Zhao Jianfeng et al. (2012) discussed the management mode of the vocational students' internship in different places and the ability of the teachers. Wang Xiujing and Feng Meiyu (2014) put forward the construction of "dual subject, the three levels, diversification" of the decentralized post practice management platform. Hugo Fang and Han Xianman (2014) taking Hunan Vocational College of Railway Technology as an example, the author puts forward a practical teaching management system based on WeChat.

3. Enterprise Post Practice Management Dilemma

The obvious benefits of the enterprise in the internship. However, in the post practice management, enterprises are confronted with some difficult problems to solve, and the enthusiasm of the enterprises to be accepted by the enterprises is inhibited.

3.1 Training Costs.

Training is an important component of human resource development. In order to be able to quickly familiar with the job responsibilities, work environment, the enterprise will conduct a variety of pure job training and on-the-job training, focusing on improving their knowledge, skills and professionalism. In the process of training, the capital input of the enterprise involves the cost of manpower, equipment, rent, goods, time and so on. Once students in the internship period or after the end of the internship, to leave the enterprise, corporate training investment has not yet formed a stable return before failure. If the intern will then enter the same type of enterprise work, will form a competitive situation for enterprises to train talent embarrassment. In order to continue the maximization of profit as the ultimate goal, from the perspective of cost and benefit, the enterprise will abandon the interns, and more inclined to recruit the employees who can use it.

3.2 Management Conflict.

Vocational colleges and universities continue to develop innovative post practice management system, in order to further improve the off-site, multi-point, autonomous, collective and other post practice management model. In practice, the interns are not simply under the guidance of the school teachers, but also by the direct management of the relevant departments of the enterprise. During the internship, friction and conflict inevitably the school management and enterprise management, resulting in the management of interns at a loss; the conflict will cause serious loopholes in management, a vacuum zone, which is neither in school nor the interns in the outflow of enterprises, it is invisible to the enterprises and schools brought
social risk great. Rational enterprises will choose to avoid risks, and thus avoid receiving interns into the enterprise internship.

3.3 Incentive Mechanism and Penalty Failure.

Incentive mechanism is the means to connect the great idea into concrete facts. Drucker (Peter) in 1954, in his book "management practice" that human resources must be developed through effective incentive mechanism for the enterprise to bring considerable economic value. Enterprises to stimulate the staff's working efficiency, improve overall operational efficiency, the development of various types of performance incentive system; at the same time, to coordinate the loss caused by the prevention of social phenomenon (coordination loss) lazy and motivation (motivation loss), the loss of enterprises punishment measures. During the internship, the intern will not itself into the enterprise, the lack of corporate identity, cause enterprise's incentive mechanism has little effect to it; at the same time, during the internship is difficult to get rid of bad habits in the previous post, such as string Kong, undergo unauthorized, changing, generation of class enterprise management system incompatible with the phenomenon. The student identity of interns, making the enterprise human resources in the enterprise management system is difficult to grasp the normal penalties, too difficult to convince the public, too easily lead to the internal heart resentment. And once the company received interns, in the absence of major fault, cannot be in accordance with the normal personnel system to lift the internship agreement. The failure of incentive and penalty, the difference between enterprise management authority and responsibility, which make it difficult for the enterprise to manage the management of interns, which affect the overall economic benefits of the enterprise, and thus avoids the post practice.

3.4 Legal Risk.

In recent years, in violation of the rights for trainees and legal assistance are discussed (Sun Changping, 2016; Huang Yayu, 2016); but at the same time, the intern enterprise infringes rights, property loss caused to the enterprise cannot be ignored. During the period of school intern, rarely accept legal knowledge learning, legal consciousness, legal behavior of specious and lack a correct understanding of the business secret in naturally or half unconsciously or leaked, or secretly take corporate documents, even without interruption of the internship, do not deal with any office or property transfer procedures, swept away product, crime without knowing it. While the intern student status for enterprises or bad luck, or consume a lot of manpower and material resources to recover the property and reduce losses; unless a major event, very few companies to resort to legal means to pursue Intern obligation. In order to avoid the occurrence of similar incidents, the enterprise will usually refuse to accept interns, cut off any opportunities for interns to undermine the production and operation of enterprises to bring losses.

4. Countermeasures

The operation and management of the enterprise are self-contained, and the vocational colleges are unable to interfere. How to improve the current situation of its occupation colleges post practice in the economic society, must from occupation colleges to illness measures to eliminate the menace from the rear, to enable enterprises to truly participate in internships, internships have brought short-term and long-term benefits of talent.

4.1 To Strengthen Employment Guidance and Set Up the Concept of Post-Employment for the Purpose of employment.

Before the school internships for students, should strengthen employment guidance, encourage students to choose the internship units and positions, to fully consider the characteristics of enterprises, individual job occupational development planning, enterprise
environment, enterprise industry prospects. In the selection of internship units, the practice of employment in the practice of the target, to eliminate the company is not willing to invest in the training of interns worried. At present, some colleges and universities in the implementation of the "practice mode of internship - par employment and employment, encourage students to choose the internship units, the internship units for the final part employment units, improve the enterprise campus recruitment to the post, which helps students to advance understanding of places of employment, and help enterprises to add fresh blood, shorten the formal induction period, to create value for the enterprise.

4.2 Establish a Matrix Management Model.
At present, the management of post practice management pays more attention to the construction of the school management platform and system, and ignores the participation of enterprises. Matrix management model can be used as integration of horizontal linkage mechanism, so that the line of business leaders and the implementation of horizontal guidance at the same time. The establishment of matrix management mode, will be incorporated into a unified management system of school and enterprise, the performance of traditional functional departments, students in remote control work; enterprise management practice as Fang Zaigang is responsible for the day-to-day work of the intern supervision, guidance and assessment report to the parties responsible for interns. At the same time, strengthen the communication between school and enterprise, the school teacher from the enterprise to understand the intern post situation, assist enterprises to solve the problems in internship; enterprise school schedule and arrange graduate interns from the school, help enterprises to determine staff or intern and relevant follow-up work arrangements. Both sides in the same system within the information barrier free exchange, access to the internship must be coordinated to achieve the sharing of human resources management intern.

4.3 Strengthen the Professional Quality of Interns.
The blacksmith needs its own hardware, to form a good habit of occupation as soon as possible, our students' bad habits, occupation education in the internship prior to students' occupation literacy lectures or training, and comprehensively improve the students from occupation skills, occupation behavior, occupation style, occupation consciousness etc, for students with workplace requirements to human the management system of enterprises, establish correct occupation attitude, guide students from the performance appraisal and salary assessment, development prospects and other aspects of the objective understanding of enterprise incentive mechanism and penalties, strengthen students' post occupation accomplishment, to enable students to gradually form a "psychological identification process of enterprise external knowledge -- enterprise culture identity - personal occupation identity", to achieve a smooth transition from students' identity to the occupation identity, create good management foundation for the enterprise human resources management.

4.4 Law Popularization Education.
Higher vocational colleges to cultivate interns knowledge and skills and comprehensive quality, but rarely receive basic legal education, almost equal to the limit of law, legal literacy, illegal practice process is not clear. In this paper, we strongly urge the higher vocational colleges to perform 6 to 10 hours of teaching practices and the relevant policies. This not only let interns strengthen legal awareness, clear internship process law prohibited behavior, avoid infringement of property of the enterprise behavior, consciously protect the interests of enterprises; at the same time, the protection of interns are not infringed in the interests of enterprises, most likely to reduce their losses of personal property. Legal education is beneficial
to enterprises and the internal duty clear, not only reduces the legal risks faced by enterprises, but also encourage enterprises to consciously abide by the applicable laws, protect the rights and interests of the interns.

5. Conclusion

The economic behavior of rational enterprises is to maximize profits. Whether or not to agree to a job as an internal depends on whether the intern will bring more benefits to the enterprise than the cost or risk. When the risk or cost exceeds the benefit, the enterprise will automatically avoid this behavior. Vocational colleges should actively analyze the problems, solve the difficulties faced by the enterprises in the post practice, and achieve the "school - Enterprise - students" three mutual benefits and win-win situations, to create a new situation of internship.

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