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# Research on Human Resource Management of Dalian Tianhe Property Management Co., Ltd

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### Abstract

With the continuous development of high and new technology, the global information, network and knowledge are becoming popular. Human society has entered the era of knowledge economy. On the basis of clarifying the meaning, function and content of human resource management and the necessity of developing in modern enterprise management, this paper finds out the actual investigation of human resource management in Dalian Tianhe Property Management Co. Ltd. (after here is referred to as datian), and find out the company's problems in human resources management and analysis of these issues to explain how the company to improve its employment, retention, education mechanism, and finally put forward datian personalized management measures.

## 1. The Problems and Analysis of Datian--Human Resources Management Problems in Datian

### 1.1. Recruitment

Recruitment is the process that the organization, under the guidance of human resources planning, is looking for the right people to fill the job vacancies. It is the essence of the potential for those who meet the conditions of the vacant posts and are interested in the relevant positions of the organization and come to seek them.

Due to the rapid development of dayian, although some recruitment use the internal promotion and promotion, but a large number of them use external recruitment. The company does not have annual staffing and recruitment costs budget, and basically apply for employment at any time when the department need. As the company's business expansion is very fast, and at the same time undertake a number of projects, the recruitment of employees (mainly technical management) have a clear weight requirements related with work experience and quickly induction work. The current recruitment channels: online recruitment and the company's internal staff recommended. As the company developed better, the candidates have a certain attraction, but the salary is in the middle of the industry level. Due to the characteristics of the construction industry, the accumulation of work experience takes quite a long time. The problem is that young people do not pay attention to their pay and are willing to work in datian, but they do not have enough experience, but engineering and technical management personnel have some concerns to face the lower salary. So recruiting the appropriate candidates has the appropriate difficulty [1].

For the future development of the company, datian also carry out the annual campus recruitment, but not have plan and scale Criteria and procedures about the candidate

election have formed (follow the company's standards and s procedures), and is limited to campus recruitment within range when it contact with the university.

Moreover, datian pays attention to the introduction in the recruitment, ignore the loss and the loss of staff is serious. The company in the talent market recruitment often attracts talent with generous treatment, and good working conditions. Many talents joined enthusiastically in order to achieve their own aspirations. But when they arrived at the company, the company can not or unwilling to honor the original commitment. Datian even provide the working conditions and treatment related and other investment as additional expenditure, which make the cost of talent very low. In short, due to the company's institutional arrangements, the distribution of benefits, welfare and spiritual and cultural construction, incentives and other issues, it is difficult to retain the outstanding staff, and job-hopping phenomenon is more common.

This phenomenon led that datian increase the loss of human capital, so that the use of human capital costs rise. The company's normal production and operation order is difficult to maintain, which not only affect the company's business objectives, but also detriment the company's image and affect the structure optimization of the staff. Job-hopping staff are mostly the backbone of the company, and the loss of these staff make old staff of the aging team increase the frequency, even cause the other staff have great psychological pressure. Because colleagues who will be left affect passively the staff left. Thus they are dissatisfied with the company and lose confidence in their own development [2].

## 1.2. Training and Development

Datian has not yet established a perfect training and development system, but when it is necessary, a simple training could be proceeded. The company's senior management staff almost are the professional and technical personnel with the engineering background. And they did not fully learn the management of knowledge system, and have no full management theory and practical experience. The management level is not high, which goes against the company's future orderly development.

And datian lacks of the long-term vision which develop enterprises relying on talent, and the enthusiasm of the development of human resources is not high, with not strong initiative. Datian often is satisfied with the enterprise which can barely keep a foothold the environment at the time. It is unwilling to introduce high-quality talent with energy, which caused the pace of development of the company slowed down, and even lose rare development opportunities. As the sense of active service of human resources management is not strong enough, internal strength have enough practice, it can not communicate with other departments of the company better and can not make clear their own functions and the links and differences with other departments. So it is easy to lead to the purpose of the work is not clear. There is the phenomenon of people floating, human resources management departments

did not play their due effect. Although there is a complete human resources management flow chart, but it did not achieve the greatest effect.

## 1.3. Performance Evaluation

The main purpose of performance evaluation is determining whether they are competent through the comprehensive and comprehensive evaluation of employees, make it be the basic basis about corporate human resources development and management.

The performance evaluation of the datian staff is mainly based on the direct supervisor of the score. The company has quantitative indicators every month, and if the staff don't achieve indicators, the company will record it in the assessment table, and then give the treatment.

As the performance evaluation is based on the direct ratings of the boss, there will be inevitably some subjective considerations. So sometimes the staff will produce unbalanced psychology.

## 1.4. Employee Relationship

Building good relationships can improve employee satisfaction, enhance employee cohesion, and improve employee productivity. However, some of the work requires the coordination of internal staff and departments to complete the process, there will be a conflict in the process, because the functions of human resources are mostly used for datian business operations, and thus the coordination of communication work has not yet fully carried out between employees and each other.

## 1.5. Salary and Benefits

Compensation and benefits is that the enterprise gives the corresponding material return to the staff as they pay the work for the enterprise to.

The salary of the datian is divided into different grades according to the different positions. When the employee enters the job, he is basically determined according to his position. It is basically not linked with the profit of the enterprise. It is only slightly up and down on the basis of the annual performance evaluation, which is the year-end prize. There is no competition about the absolute value of the salary in the market, and welfare is limited to the government's required benefits. There is no pay at the end of the year.

## 1.6. Human Resource Allocation and the Problem of People Posting

Doing well in human resources management is the basis of human resources management; simply, putting the right people will be on the right job, which really is appropriate. To have a reasonable configuration, we should pay attention to two aspects: First, the number of staff should be reasonable configuration; Second, we should pay attention that the allocation is appropriate or not, mainly competent issues. Competency refers to the knowledge, skills, abilities and

characteristics of an employee who is well-behaved in an organization who is able to do the job. There is a problem which the number of staff are excess. So it is bound to be overstaffed and inefficient [3].

## **2. An Analysis of the Existing Problems of Datian**

### **2.1. Incentive Mechanism Is Not Perfect**

In a narrow sense incentive theory is to mobilize the enthusiasm of people, so that people have the initiative to work. The encouragement of this enthusiasm can be both material and spiritual.

And datian's incentive mechanism is not perfect, these are aspects mainly reflected in:

1. It believe that incentives are material incentives, and yet ignore that the material incentives should be combined with human motivation.
2. Pay attention to staff performance, and ignore the differences in staff. These mainly reflect that the company only focus on interests, and attaches great importance to contribute the company, but do not consider the staff personality differences, and ignore the needs of employees. It do not correctly treat the value of the staff to the company.
3. Pay attention to short-term incentives, and ignore long-term incentives. When companies develop incentive system, they should consider how to combine better staff's payment with the benefits of enterprises and encourage employees to work hard. However, both the "salary + benefit award" and the annual salary system is only a short-term incentive measures. Long-term incentives, has a single means, and do not widely attract attention, or even lack [4].

### **2.2. The Lack of Uniformity in Human Resource Management Policies**

Human resources management system has different parts - recruitment, payment, performance appraisal, promotion, training and so on, which must be consistent. However, according to the current situation, datian did not establish a unified system about recruitment, payment, performance appraisal, promotion, training. Although this system in the human resources management flow chart is more perfect, when it is actually implemented, they are independent, and basically maintain the simplest transactional operation. There is no incentive for the value and strategic significance.

### **2.3. Business Strategy and Human Resources Practices Are Inconsistent**

Datian human resources system is in development, not yet perfect. The company's top management is a typical task-oriented leadership. Because of its engineering background, datian lacks of management system learning and awareness, focus on the company's performance, with human

resources ignored, which leads to the latter function is a simple transactional operation, and the organization's business strategy needs human resources resource system support. Functions in human resources can not be promoted to a height which strategic culture and organization is matched and company's development will soon be constrained.

## **3. Datian Human Resources Management Should Take the Improvement Measures**

### **3.1. How to Introduce Talent into the Company**

In the recruitment process of human resources, special attention is paid to the diploma, education, work experience and age of the candidates, so that many useful people can not get the appointment of enterprises; some candidates have no relevant work experience, no professional expertise, according to the company's special relationship with the management of enterprises go into the enterprise, which seriously damage the image and interests of enterprises. At the same time, it will shut out outstanding people [5]. As a business for the sake of development, datian should establish a sense of talent pool from the strategic height, and have knowledge of the eye and the courage, and strive to create a mechanism and environment to attract talent.

- (1) in the introduction of talent, datian first do a good job of talent introduction planning. Talent introduction planning keep up with the company's development requirements, ang own forward-looking.
- (2) in the introduction of talent to the scientific and rational structure, not only the number, but also the quality, and age needs to form a trapezoid, step by step. Every year introduce a certain number of talent; in the introduction of professional talent, put management on the appropriate position, and introduce rationally management personnel.
- (3) in the introduction of talent, it should be good at using socialization, networking, market-oriented means to take the initiative to adapt, and actively go out to recruit for the development of enterprises in urgent need of talent.
- (4) In the recruitment process, the company should allow candidates to obtain more objective and detailed information to understand their job and the work they will be engaged in. In this way, they will be more satisfied with the position they choose.

### **3.2. Combined with the Use of Talent to Create Employment Mechanism**

Talent use is also the development; therefore, datian should use existing talent development, and establish the mechanism about education and employment integration.

- (1) Datian should establish an eclectic concept. It makes all kinds of talent have their ability to play the best period, which

is the principle of the development of talent. Employers must be timely to maximize the benefits of talent. Dare to talk about the steps and unreasonable steps, with speaking qualifications and not only qualifications.

(2) Datian should establish the concept of avoiding weaknesses. Employers learn to employ people, because they can grant, and so that it was appropriate. At the same time, the use of talent should consider the practical ability and potential capacity. For the job responsibilities, you can focus on its responsibilities and its practical ability, which is called "professional counterparts." As for job responsibilities are not clear, like some innovative work, new business, etc., you need to consider the potential of people [6].

(3) Datian should establish a career choice and meritorious concept. In the talent selection means, the company should pay attention to the combination of internal development talent and external recruitment. Internal staff of development and promotion can consolidate the corporate culture. But it will make the company slowly absorb the new management, and the speed of new technology. However, enterprise recruit too many employees outside, which will make the company difficultly form a consistent management team crisis, due to the lack of experience with colleagues.

(4) Datian should establish a group of eyes, and the concept of mutual complementary. At the same time doing a good job on the overall quality of personal inspection, we should pay attention to measuring in the structure of the group. Members of the talent is relatively complemented with each other in age, knowledge, intelligence and temperament, which makes the team structure is reasonable and produce the best performance [7].

### 3.3. Establish the Assessment System and Improve the Talent Incentive Mechanism

The assessment is at the core of modern human resource management. At present, datian in the assessment is still relatively extensive, and have qualitative assessment and more quantitative assessment, which makes datian can not adapt to

the development of the situation. In the method of assessment content, according to the factor decomposition method, it can carry on element decomposition, and refinement, quantification the in German, energy, ground, performance of the four aspects. The company can be assessed into "German assessment" and "work assessment" two major items. On the basis of the assessment it should establish and improve mechanism contributed by talent income distribution and incentive as soon as possible. Senior personnel should be given high payment, first-class results and performance should be given first-class returns, and outstanding contributions should be awarded. Determine and implement specific methods between knowledge, technology, information, management and other factors of production involved in the allocation. research the specific approach linked to the development of business managers and business performance. Actively try out annual salary system, holding equity and other forms of distribution [8].

Datian should establish an effective incentive mechanism: (1) Strengthen the staff humanistic care, give employees full attention and strengthen the sense of belonging to employees and enterprises industry sense of identity. (2) It may consider the work requirements and staff capacity and reward appropriate to match, which can motivate employees by enriching the content of the work. (3) Create a working group having joint effort and harmonious coexistence, which will meet the social needs of employees, so that employees can maintain a good working condition and give full play to their potential. (4) Put employee incentive differentiation strategy into practice. Material incentives and spiritual incentives are combined. (5) According to the enterprise situation, the enterprise incentive can be linked to the enterprise benefits. (6) Combine short-term incentives with long-term incentives. (7) Implement different incentives according to the requirements of employees. In short, the needs of employees are varied. Therefore, the implementation of the incentive scheme varies from person to person. The following is a flow chart of the excitation conduction, as is shown in Figure 1.

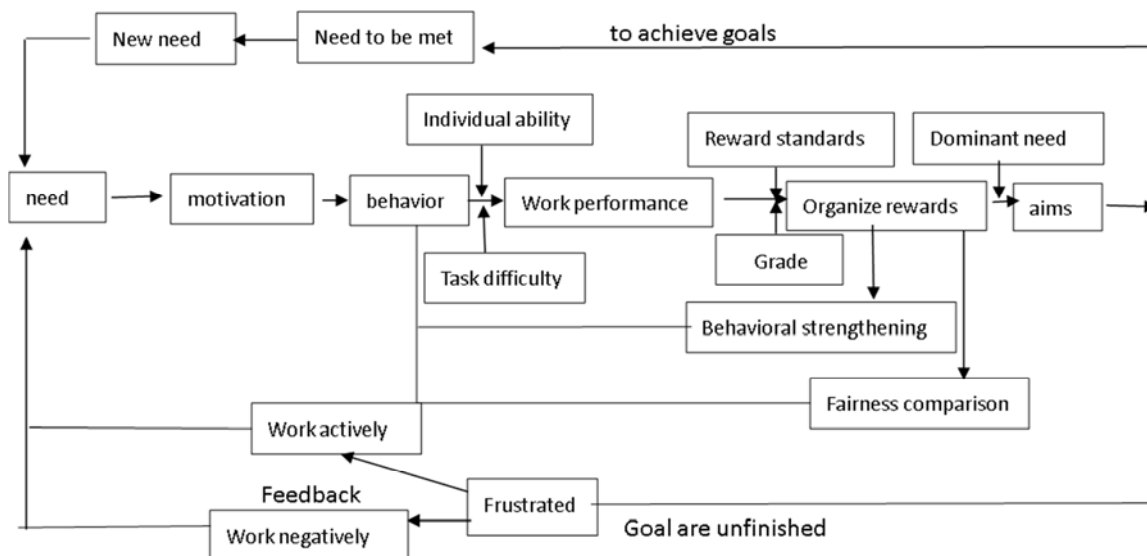


Figure 1. Excitation conduction flow chart.

We can analyze datian's incentive process from the map, the individual behavior is impacted by motivation firstly, and personal behavior can eventually achieve the desired results and achieve the desired goal, which depends on personal ability, task difficulty, reward standards as well as the impact of organizational performance evaluation. Whether the employee's job motivation can be mobilized to the greatest extent depends on whether the employee's needs can be effectively motivated to work actively because the positive degree of employee work is positively related to the degree of satisfaction of his or her individual goals. The motivation of employees to work actively can be lasting mainly lies in the incentive effect of business with good or bad.

### **3.4. Establish a Response Mechanism to Prevent Brain Drain**

Talent outflow is the current problems datian should solve. Brain drain leads to the loss of human capital, which is the value enterprises spend a lot of energy to cultivate, but put it into the water. To keep the company's talent, on the one hand, the company should pay attention to the staff's cultural knowledge and quality skills. Company management staff should be based on the skills of employees, and arrange the appropriate work environment, rather than according to the job instructions, select staff qualified. Employees should be based on the ability to change the task and the purpose of the project. That is to say, ability decide work tasks. On the other hand, in the fierce competition of the talent market, the company should change the traditional task design method in order to attract and retain talented people. Using job sculpture skills and allowing employees to design their own work tasks can retain good talent [9].

### **3.5. Create a Good Corporate Culture**

Organizational culture is the spiritual cohesion of an organization. It is the spiritual essence of organizational human resource integration and development. It is the social existence form of group behavior, group psychological level and strategic operation mode.

A large number of surveys and facts show that successful and outstanding companies have a strong corporate culture. Corporate culture has been regarded as a key factor in determining the success or failure of enterprises. The establishment and formation of excellent corporate culture is an important way to effectively implement management and improve business performance. It has a great effect on the long-term development of enterprises. Therefore, datian must pay attention to create a good corporate culture. The origin of a company's culture often have a direct link with the company's founder's ideology, entrepreneurial spirit, style of work, management style, personality, quality, character and so on. Excellent corporate culture must be a culture that ensures that employees have more learning opportunities and develop new skills. Once the company form its own suitable cultural atmosphere, allow employees to accept and integrate into the

culture, employees have a sense of belonging and identity of the company. Employees feel in this culture, and they forever have their own roles, then the company's human resources management is half of the success [10].

### **3.6. Establish a Learning Organization to Plan Personal Career**

In order to achieve the continuous improvement of individual ability, and the sustainable development of the organization, focus on the ability of members of the organization in using and playing the ability of members, and train the necessary personnel with the best training methods. The so-called knowledge management refers to ensuring that the knowledge of the employees, teams and units within the organization is shared, remembered, and shared with others in the organization, which is the essence of the learning institution.

With the advent of economic globalization, "which learn fast in the organizations, which organizations will survive, which organizations will be able to win a competitive advantage." American scholars pointed out that the future of the most successful enterprises will be learning organizations, because the only lasting future advantage is the ability to learn faster than your competitors. Only datian is built into a learning organization, and fully reflects the "people-oriented" management philosophy. Improve staff innovation, provide a broad space to staff development self, achieve knowledge sharing, and improve the overall level of human resources management.

### **3.7. Build Team Spirit**

In order to build a team spirit, it is important that seeing each project team members is building a complex system. Datian should recognize the completion of a project, need to organize the mutual cooperation between members. Only form a strong cohesion and combat effectiveness in the organization between the members, and members understand each other, the project will be completed successfully. Members of the organization recognize their existence on the importance of the completion of the project, strive to complete their work, ensure the quality of work, so that contribute their own strength for organize members's good work. Therefore, it is important to make a good team spirit and good partnership at work and make the members of the company's organization work well.

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