

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
ECONOMICS AND MANAGEMENT FACULTY**

Public management and administration department

QUALIFICATION WORK

education degree - Master

**on: «Improving the effectiveness of personnel
management of the organization»**

Completed:

Ruiliang Gou

student of

specialty 073 “Management” EP “Administrative management”

Supervisor

Brychko Alina Mykhaylivna

PhD, Associate Professor

Reviewer

Habib Usman Abraham

Master of Administrative management

Sumy - 2023

SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty
Department

Economics and Management
Public management and administration

Education degree
Field of Study

«Master»
073 «Management» (EP «Administrative Management»)

Approved:

Head of
Department

« _____ » _____ 20 _____ y.

TASK

on qualification work for student

Ruiliang Gou

1. Theme of

**Qualification
work:**

**Improving the effectiveness of personnel management of the
organization**

Supervisor Alina Mykhaylivna Brychko, PhD., Associate Professor

approved by the university from _____

2. Deadline for student completed project (work)

March, 18 2023

3. Background to the project (work):

educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2019-2021

4. Contents of settlement and explanatory notes (the list of issues to develop):

Discusses the theoretical aspects of the concepts of "management decision-making" and "improving management decision-making", as well as the effectiveness of management decision-making in China and Chinese automotive enterprises. Analyze the development and decision-making system of management decision-making in China and China's automobile enterprises, reveal the analysis of decision-making conditions, and introduce innovative management decision-making mode. Find out the deficiencies and propose improvement methods, analyze how to improve the decision-making management of automobile manufacturing, and draw conclusions and suggestions.

5. Date of assignment:

December, 15 2022

CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	<i>September, 2022</i>	
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>September - October, 2022</i>	
3	Preparation and presentation of draft of the first chapter of the thesis	<i>November 2022</i>	
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>December 2022</i>	
5	Making the theoretical part of the thesis, summarizing the analytical part	<i>January 2023</i>	
6	Design options improve the research problem	<i>January 2023</i>	
7	Completion of the project part of the thesis, design chapters	<i>January 2023</i>	
8	Previous work and its defense review	<i>March 2023</i>	
9	Checking the authenticity of the thesis	<i>March, 12 2023</i>	
10	Deadline for student completed the thesis	<i>March, 12 2023</i>	
11	Defense of the thesis	<i>March, 28 2023</i>	

Student

(signature)

Ruiliang Gou

Supervisor of science work

(signature)

A. M. Brychko

Authentication performed

(signature)

N. M. Baranik

Checking the authenticity conducted.
Thesis allowed to protect

(signature)

M.O. Lyshenko

ABSTRACT

Ruiliang Gou. Improving the effectiveness of personnel management of the organization.

Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2023 - Manuscript.

In the context of today's rapid social development, the competition in all walks of life is becoming increasingly fierce. If enterprises want to occupy a strong position in the fierce competition, they need to constantly improve their competitive strength. The competition of enterprises actually refers to the competition of talents. Therefore, personnel management is very important for the development of enterprises. In this context, more and more enterprises have paid enough attention to personnel management, and through the use of reasonable and effective means, strengthen personnel management, improve the efficiency of personnel management, so that personnel management can give full play to its role and value, and ultimately achieve the goal of promoting the long-term stable development of enterprises.

This paper studies the theoretical and methodological basis of management decision-making and its adoption, the characteristics of management decision-making as an independent means of influencing institutions, and the role of management decision-making in automobile manufacturing activities. This paper analyzes the development and management decision-making system of China and Chinese automobile manufacturing enterprises to determine the effectiveness of management decision-making. The management decisions of China and Chinese automobile manufacturing enterprises have not achieved the desired results, especially with the emergence of COVID-19, which has affected various enterprises around the world. Therefore, the research suggests that the shared permission model should be used in the decision-making process.

Key words: management, personnel management, effectiveness of personnel management, the organization.

АНОТАЦІЯ

Гоу Жуйлянь. Поліпшення ефективності управління персоналом організації.

Магістерська робота зі спеціальності 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2023 р. – Рукопис.

В умовах сучасного стрімкого суспільного розвитку конкуренція в усіх сферах життя стає дедалі гострішою. Якщо підприємства хочуть посісти сильні позиції в жорсткій конкуренції, їм необхідно постійно підвищувати свою конкурентоспроможність. Конкуренція підприємств є конкуренцією талантів. Тому управління персоналом є дуже важливим для розвитку підприємства. У цьому контексті все більше і більше підприємств приділяють достатньо уваги управлінню персоналом і, використовуючи розумні та ефективні засоби, посилюють управління персоналом, підвищують його ефективність, щоб управління персоналом могло повною мірою реалізувати свою роль і значення, і в кінцевому підсумку досягти мети сприяння довгостроковому стабільному розвитку підприємств.

У роботі досліджено теоретико-методологічні основи прийняття управлінських рішень та їх прийняття, характеристику прийняття управлінських рішень як самостійного засобу впливу на організацію, а також роль прийняття управлінських рішень в автомобілебудівній діяльності. Аналізується розвиток та система прийняття управлінських рішень Китаю та китайських автомобілебудівних підприємств для визначення ефективності прийняття управлінських рішень. Управлінські рішення Китаю та китайських автомобілебудівних підприємств не досягли бажаних результатів, особливо через появу COVID-19, яка вплинула на різні підприємства по всьому світу. Таким чином, дослідження показує, що модель спільних дозволів повинна використовуватися в процесі прийняття рішень.

Ключові слова: менеджмент, управління персоналом, ефективність управління персоналом, організація.

CONTENT

INTRODUCTION	7
CHAPTER 1 THEORETICAL FOUNDATIONS OF ENSURING THE EFFECTIVENESS OF PERSONNEL MANAGEMENT	9
CHAPTER 2 ANALYSIS AND ASSESSMENT OF THE EFFECTIVENESS OF PERSONNEL MANAGEMENT AT THE ENTERPRISE ...	19
2.1 Analysis of socio-economic conditions for ensuring the effectiveness of personnel management	20
2.2 Evaluating the effectiveness of personnel management processes at the enterprise.....	32
2.3 Analysis of the causes of problems in enterprise personnel management	38
CHAPTER 3 IMPROVEMENT THE EFFECTIVENESS OF PERSONNEL MANAGEMENT OF ENTERPRISE PERSONNEL MANAGEMENT	45
3.1 General principles and objectives of personnel management optimization.....	45
3.2 Organization and method support to determine the effectiveness of personnel management	50
3.3 Improving performance management and salary system	59
CONCLUSIONS.....	69
REFERENCES	72

INTRODUCTION

Relevance of topics. Personnel management is the use of scientific and reasonable effective methods to carry out strategic planning of internal personnel management in order to achieve the established development goals, and carry out corresponding training, development, guidance, coordination, etc., stimulate the potential of human resources, and effectively lead, command, supervise and control the opening of human resources activities, constantly improve the enthusiasm, initiative and creativity of human resources, so that the "people" and "things" within the enterprise can reach an appropriate proportion, and realize the appropriate personnel fitness, make the best use of talents, and make the best use of materials. The goal of getting things right will ultimately promote the good, fast, healthy and sustainable development of the enterprise. Enterprise personnel management generally has human resources strategic planning, work analysis and evaluation, training and development, performance management, salary management and other contents, from the height of enterprise development strategy to do a good job in personnel management related work, for improving the effectiveness of personnel management, to promote the sustainable development of enterprises has an irreplaceable role.

Purpose and objectives of the research. The purpose of the study is to excavate the value of talents in the increasingly competitive situation of enterprises in all walks of life. As an important embodiment of the market competitiveness of enterprises in the 21st century, talent advantages have played an important role. The paper mainly analyzes the current situation of enterprise personnel management and discusses the relevant strategies to improve the efficiency of enterprise personnel management.

In order to achieve this goal, the following tasks must be addressed:

- This paper theoretically analyzes the enterprise personnel management and defines its concept;
- It lists the existing problems in personnel management of new energy automobile enterprises;

- The importance of personnel management in enterprise management is comprehensively evaluated;

- Analyze and ensure the effectiveness of scientific management in personnel management;

- Determine various measures to improve enterprise personnel management;

- Formulate and implement personnel management suggestions and measures.

The object of study is to define the basic methods and stages of enterprise personnel management improvement.

The subject of research is the theory and practice of personnel management model of BYD Company, a Chinese automobile manufacturing company.

Research methods: semi-structured interview method and case analysis method

- informal interviews with personnel at all levels of the enterprise to understand the true opinions of employees on personnel management; Statistical analysis, data grouping and summary - the research of the personnel management department of BYD Company to determine and make management decisions, and comprehensive factor analysis to improve the efficiency of enterprise personnel management. Conduct job analysis and establish scientific and effective job description. As one of the most basic tasks in enterprise personnel management, job analysis provides reference for enterprise training and development, performance appraisal management, salary management, personnel planning and other work, and establishing scientific and effective job description plays an important role in enterprise development. When conducting job analysis, enterprises must collect all kinds of information related to the position, pay attention to obtaining valuable information from the staff, pay attention to the role of employees in job analysis, expand the source channels of obtaining job information, make employees clear the importance and necessity of job analysis, be good at obtaining information related to the position from employees themselves, and take positive measures, Make employees more actively participate in job analysis and ensure the scientificity, rationality and feasibility of job analysis. Achieve the goal of

matching human resources with posts, making the best use of talents and personnel integration.

The database includes scientific research achievements of scientists at home and abroad in problem areas, national statistical report data, world statistical report data, publication of official and scientific journals, report information of enterprise manufacturers, and information of international and Chinese science time conferences.

The scientific novelty of the results. The terms for determining its scientific novelty and submitting it for protection are as follows:

received further development: Enterprise managers should establish the consciousness of talent management, attach great importance to personnel management, change the traditional personnel management mode, recognize that enterprise personnel management is a long-term work, combine enterprise development strategy with talent strategy, carry out human resource activities, and establish a human resource quality model suitable for the ability and quality of employees in the enterprise. Enterprise managers must always attach importance to and supervise the relevant work of human resources management to ensure the orderly and effective implementation of human resources management activities.

improved: enterprise managers must have the awareness of personnel planning, establish a complete human resource management plan for the enterprise, and clarify the internal and external demand and supply of human resource management. The establishment of a sound personnel plan can supplement personnel in a timely and effective manner, which is conducive to formulating training plans, effectively developing and utilizing internal human resources, and improving the efficiency of existing human resources. When formulating personnel planning, enterprises should scientifically analyze the internal and external environment they are currently facing, taking into account both the objective conditions and the macro conditions, especially the changes in the supply and demand of market labor and the current situation of internal human resources management, so as to achieve multiple considerations, comprehensive analysis and key grasp, ensure the scientific and effective human resources planning of enterprises, and promote the realization of enterprise strategic

objectives.

The practical significance of the research results is that it can be used as the basis for further research on the theory, method and practice of enterprise personnel management, and also as the basis for realizing the improvement of enterprise personnel management efficiency. The application of research results in enterprise personnel management reform has been confirmed.

Personal Achievements:

1 Ruiliang Gou. Improving the effectiveness of personnel management of the organization. The 8th International scientific and practical conference “Integration of scientific and modern ideas into practice” (November 15-18, 2022) Stockholm, Sweden. International Science Group. 2022. Pp. 292-295.

2 Ruiliang Gou. Foundations of ensuring the effectiveness of personnel management. Матеріали Всеукраїнської наукової конференції студентів і аспірантів, присвяченої Міжнародному дню студента (14-18 листопада 2022 р.). Суми, 2022. С.271.

The structure and scope of work. Qualification work consists of an introduction, three chapters, conclusions and suggestions, a list of references, which consists of 56 titles. The main text is placed on 79 pages of computer text, the work contains 9 tables, 13 figures.

CHAPTER 1

THEORETICAL FOUNDATIONS OF ENSURING THE EFFECTIVENESS OF PERSONNEL MANAGEMENT

As countries around the world have reached an urgent consensus on climate change, the process of global climate governance has accelerated, and governments have taken corresponding measures. The development of clean energy and the transition to a green and low-carbon economy should be vigorously advocated. It is precisely because of this that the Chinese government has introduced a powerful policy in the automotive industry - the subsidy policy for new energy vehicles to accelerate China's transformation from traditional vehicles to new energy vehicles.

The annual sales of new energy vehicles in China will increase from 12800 to 3.52 million from 2012 to 2021. The subsidy policy will make the sales of new energy vehicles in China show an explosive growth trend in the short term. BYD is one of the first companies to achieve rapid development in the new energy vehicle industry by taking advantage of the country's efforts to develop new energy. BYD is a leading manufacturer in China's automobile industry and a new technology private enterprise with three industrial clusters of IT, automobile and new energy. Its research and development in automobile manufacturing, battery production and intelligent driving have reached the international leading level. BYD is a high-tech enterprise committed to "meeting people's yearning for a better life with technological innovation". The company was founded in February 1995. After 20 years of rapid development, it has set up more than 30 industrial parks around the world, realizing the strategic layout of six continents. BYD's business layout covers the fields of electronics, automobiles, new energy and rail transit, and plays a decisive role in these fields. From energy acquisition, storage, and application, BYD builds a zero emission new energy overall solution.

In recent years, under the influence of the COVID-19, BYD's business performance has also been seriously affected, and the company is facing enormous

difficulties and challenges. In this anxious economic and industrial background, the original personnel management system can no longer adapt to the changes in the internal and external environment of the enterprise. BYD Company urgently needs to optimize the current personnel management system. The most important thing is to select and combine several management assessment tools, develop strengths and avoid weaknesses, use the advantages of various tools, and avoid the disadvantages of a single tool. Optimizing the personnel management system of BYD Company, on the one hand, can make employees not only pay attention to the completion of their own personal performance, but also pay attention to the continuous improvement of their own ability and quality and their performance in the team, so as to better fit the long-term development of the enterprise. On the other hand, it can enable enterprises to assess employees more comprehensively, improve the efficiency of personnel management, control internal labor costs, activate employees' value creation vitality more fully, and achieve "win-win" between employees and enterprises.

Improving the efficiency of personnel management is the urgent need of BYD Company at this stage, and also the guarantee for the realization of enterprise strategy. After more than ten years of development, the company's product innovation, research and development, product manufacturing and sales have steadily improved. However, with the adjustment of the national policy on new energy vehicles and the rapid improvement of the competitiveness of other car enterprises in recent years, personnel management needs to be reformed in the operation and development of the company. Enterprises need to optimize the recruitment of innovative talents, compensation and welfare satisfaction, employee relationship management and other aspects to improve the efficiency of enterprise personnel management and enhance the core competitiveness of enterprises. This paper deeply studies the problems faced by the personnel management of BYD Company, analyzes the causes of the problems, and puts forward a systematic optimization scheme, which provides some optimization schemes for BYD Company to improve the efficiency of personnel management, and for the long-term healthy development of the enterprise. It has certain practical significance.

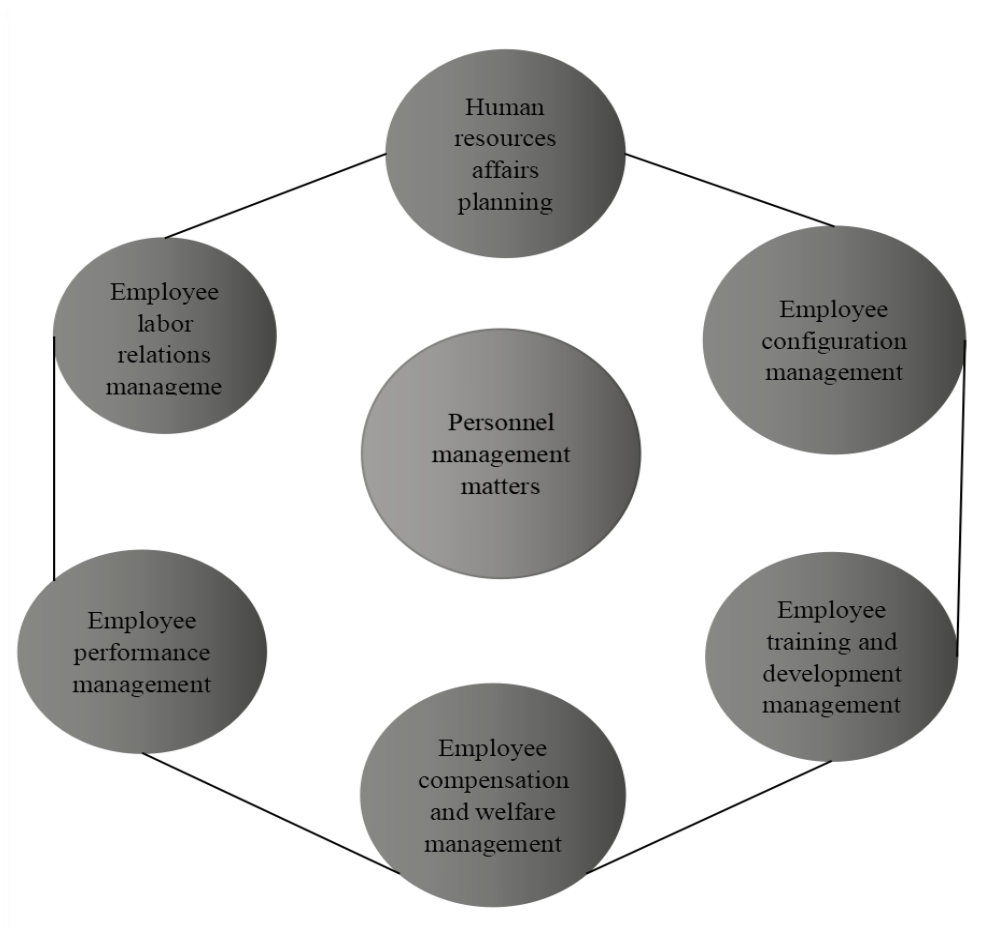


Figure 1.1 - Personnel Management Chart

Source: Personnel Management Report of BYD Company in June 2015

Henri Fayol was the first person to systematically put forward the management function. In 1916, he pointed out in his book *Industrial Management and General Management* that workers' labor should be specialized to reduce human waste and improve work efficiency. In 1920, the first textbook of personnel management, *Personnel Management: Its Principles and Practice*, was published by Aldway; Ted and Henry C Metcalfe jointly published the book. They believe that effective personnel research can make personnel selection, training and work arrangement more scientific. The initial study of human resource management was mainly conducted from the perspective of functional management. At that time, human resource management should be defined as personnel management. The main personnel management functions in Fayol's period were to analyze the basis of work, select employees, evaluate performance, train employees and deal with such issues as attendance.

Peter F. Drucker put forward the concept of human resources in the book "Practice of Management" published in 1954, and the concept of human resources management was later widely born. He believes that human resources have abilities that other resources do not have, such as coordination, judgment and imagination. At the same time, he also proposed three broader functions of management: management, management managers and management staff and their work. In 1958, the book Human Resources Function was published by Wright Bakke. For the first time, human resources management was regarded as a general management function, and it was analyzed and demonstrated together with other management functions such as finance, marketing, production, etc. Buck pointed out that the human resource management function not only includes the remuneration and benefits related to the labor force, but also includes the working relationship between employees. He also stressed that human resource management should focus on the common interests of enterprises and employees at the same time!.

The research on human resource management in China started in the 1980s, which was later than that in the West. In the early 1990s, human resources attracted the attention of the academic community. Theoretical research is still in the reference period. After that, Liao Quanwen, Wang Tongwen, Zhao Shuming, Zhang De, Chen Weizheng, An Hongzhang and other scholars began to study human resources management, systematically translated and introduced the research results of western human resources management, and published monographs and textbooks, His main works include: Chen Weizheng's Human Resources Management (2006), An Hongzhang's Modern Enterprise Human Resources Management (2003), Dong Keyong's Ye Xiangfeng's Introduction to Human Resources Management (2003), Zhao Shuming's Research on Human Resources Management (2001), etc.

By drawing on the advanced western human resource management theory and combining it with China's national conditions, Chinese scholars have also made certain achievements through research. The function of human resource management is mentioned in Yu Kaicheng's works, and the functions of human resource management and human management are distinguished.

From the perspective of the current research situation in western countries, the theoretical research of human resource management in western countries has been developing for nearly a hundred years with the stable social economy, and has been evolving along with the changes in production mode and labor efficiency. The research on human resource management in western countries has been relatively mature and perfect. Various theoretical researches from different perspectives of human resource management have yielded fruitful results. However, in the face of rapid development and change, western countries are still lacking in practical application, and the practical application of management optimization still needs to be improved, lacking relevant research for reference.

The current human resource management in China started relatively late in theory and practice, and generally began to develop in the 1990s on the basis of research in developed countries. Although it has not experienced a century long development process in developed countries, thanks to social informatization, domestic scholars have integrated mature foreign theories and formed human resource management theories and practice methods more suitable for China's social development. However, the research process is still relatively short. In the past 20 years, China's social economy has developed rapidly, and the business forms of enterprises in various industries have emerged in an endless stream and changed rapidly, which has objectively caused the situation that management research has always lagged behind economic changes.

To sum up, although there are many literatures on human resource management, there are few research results on human resource management optimization based on the enterprise's own development problems, especially involving specific modules in human resource management, such as recruitment and selection, compensation and benefits, performance appraisal, and training. Enterprises seeking rapid development and change cannot provide sufficient reference and help.

Moreover, the research on the concept and application of "human resources" in western countries started relatively early, and there are many research contents and practices on human resources management, but the application of these theories should

be combined with the national conditions and the actual situation of enterprises.

Through the research on the personnel management system of BYD Company, this paper aims to find the defects and deficiencies in its personnel management, and to optimize and explore. Through top-down training with the participation of all managers and employees, the intention of managers is accurately conveyed, and employees' recognition of the strategic interests and corporate culture is enhanced.

On the basis of introducing the western personnel management theory, the Chinese theoretical circle has created the employee training theory that conforms to the actual situation of Chinese enterprises. Now, with the change of the enterprise's economic management environment and the demanding cost control, the enterprise itself has made great progress, and the management philosophy and management technology have also undergone tremendous changes. Enterprise management has put forward higher requirements for the role of human resources. At present, Chinese enterprises do not pay enough attention to employee management. In terms of the establishment and improvement of personnel management system and the implementation of training programs, there is a huge gap between China and developed countries, and relevant theoretical research is not perfect. On the basis of the existing personnel management theory, this paper further clarifies the importance of improving the efficiency of personnel management in enterprises, integrates the construction of personnel management development system, the implementation of the process and the evaluation of the effect, creates a framework suitable for personnel management in enterprises of the same category, further enriches theoretical research, and provides more referential choices for relevant cases.

The paper uses semi structured interviews to obtain the required information. Semi structured interview refers to an informal interview conducted according to a rough outline of the interview. There is only a rough basic requirement for the conditions of the interviewee and the questions to be asked. The reason for choosing semi-structured interview instead of open interview and structured interview is that semi-structured interview can be flexibly adjusted according to the actual situation on the basis of an interview outline.

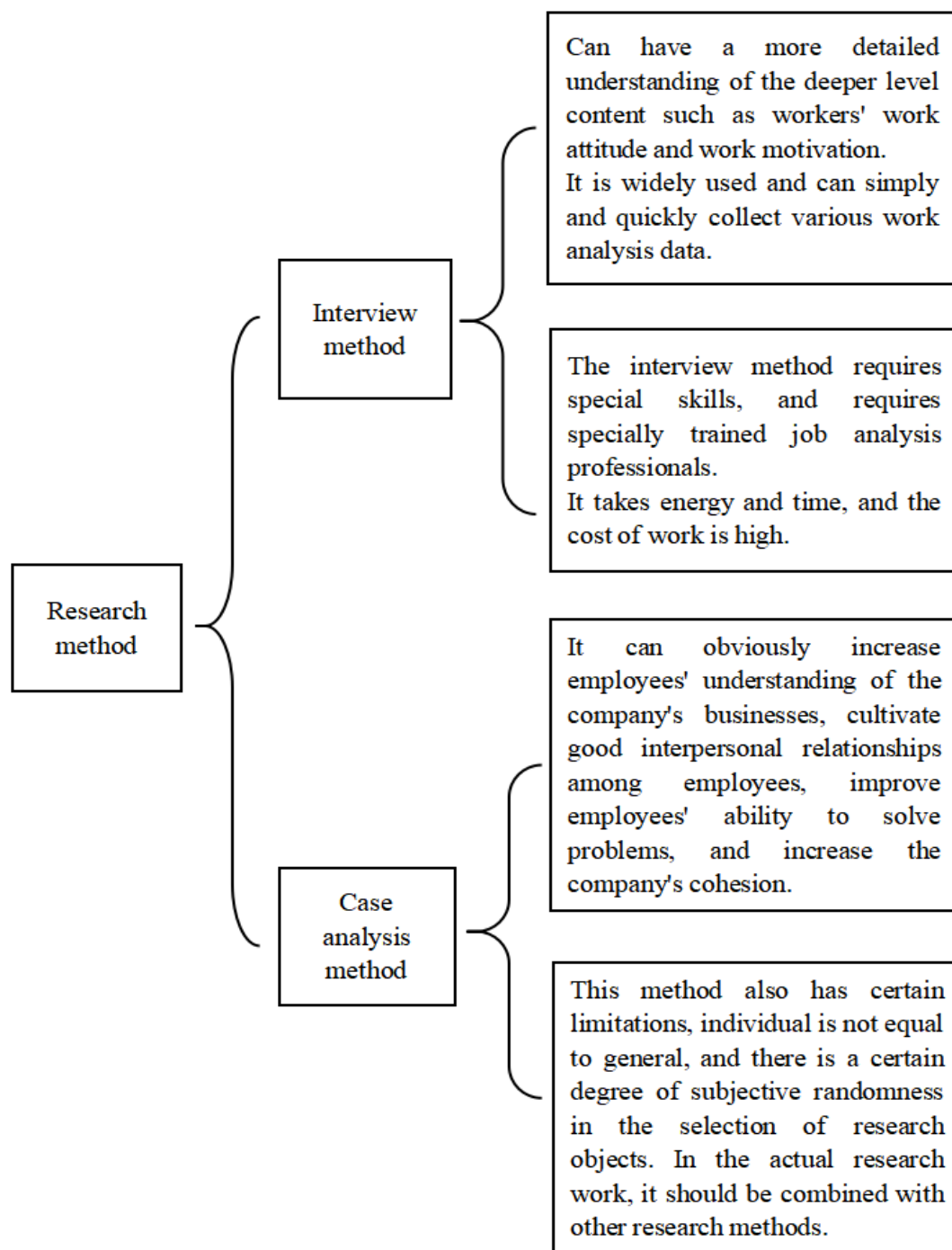


Figure 1.2 - Theoretical research methods

Source: own research

There are no strict requirements on the way and order of questions, the way of interviewees' answers, the time and place of interview, which is conducive to creating a more relaxed interview environment, especially the performance For sensitive topics

such as salary, semi-structured interview can let interviewees put down their vigilance as much as possible, give their true thoughts and opinions, facilitate further understanding and discussion, and provide real and accurate factual information for the optimization scheme of the performance management system Material.

In view of the implementation status and existing problems of the performance management system of BYD Company, an interview outline was prepared, and the "one-to-one" interview method was selected. Functional departments, marketing companies and business divisions were selected horizontally for the business modules, and ordinary employees, "higher vocational" employees and management cadres were selected vertically according to their job grades for sampling interviews, so as to understand the employees' understanding of the company's performance management system at all levels, It provides the basis for analyzing the existing problems of the company's performance management system, and brings inspiration to the design scheme of the company's performance management system optimization. In order to ensure the interview effect, a pre interview was conducted with one employee and one manager of the Human Resources Department before the formal interview began. According to the problems in the interview process, the interviewee's on-site feedback and interview results, the interview outline was revised and the final interview outline was formed and applied to the subsequent formal interviews.

Case analysis. The case analysis method is an objective description of a real management scenario based on the business operation of the enterprise and the management problems of the enterprise, and carries out case analysis and summary to draw conclusions that can inspire others. The reason why the paper chooses the case analysis method is mainly because the case analysis method is most suitable for the research object is the current events, and the researchers can not control the current events or can only control the current events to a very low degree.

The thesis takes BYD Company, a famous large automobile manufacturing enterprise in China, as the research object, which is representative and realistic.

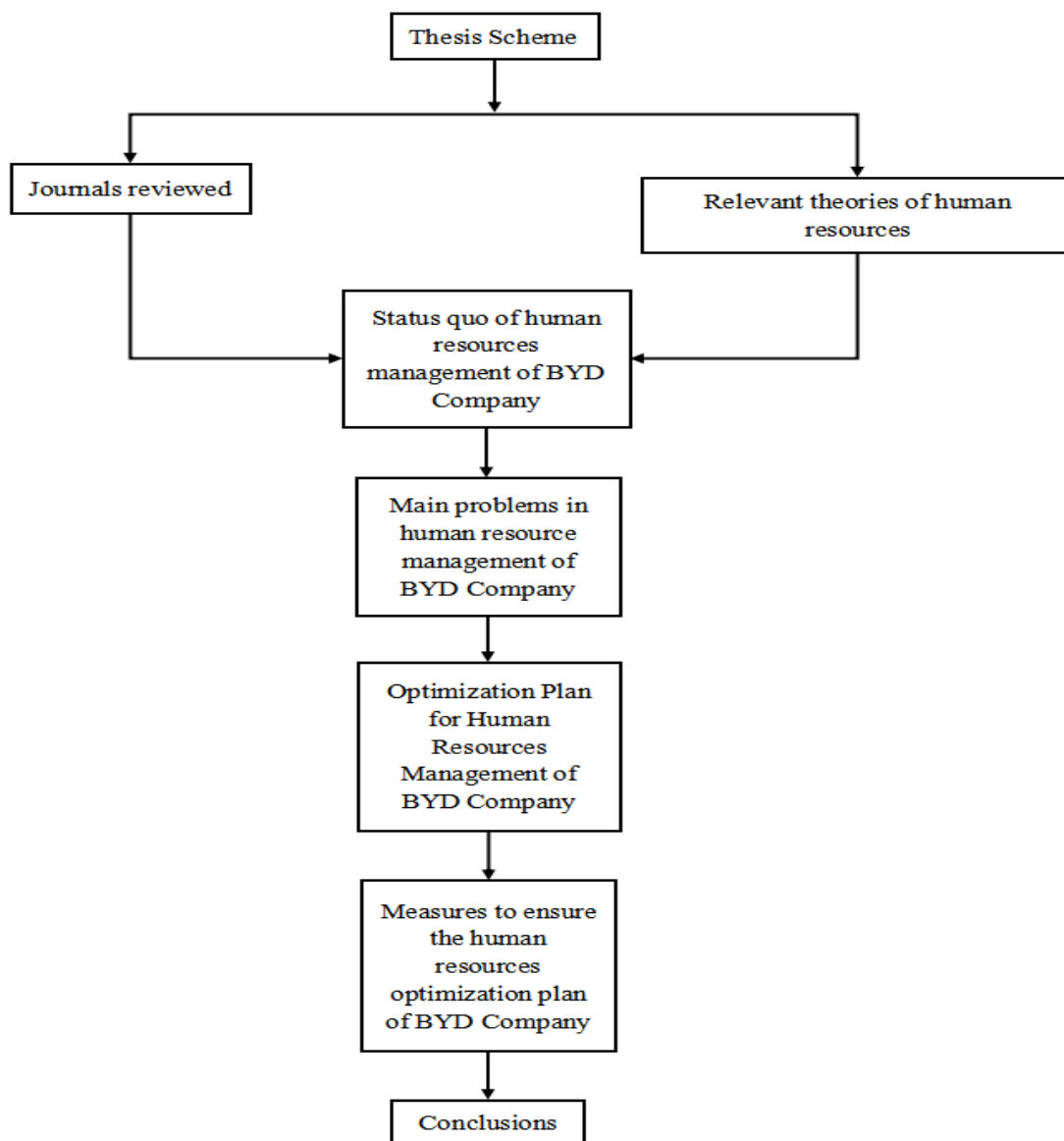


Figure 1.3 - Research Framework

Source: own research

Through carefully designed research cases, objectively collecting data, and using interview methods to obtain interview contents as first-hand materials, it can reflect the more authentic and reliable information of BYD Company, analyze the data, and study the optimization of BYD Company's performance management system. Through the combination of theory and practice, Based on the analysis of the problems, this paper puts forward the solutions to optimize the employee performance management system of BYD Company and provides reference for other large enterprises that have made use of mobile vehicles.

CHAPTER 2

ANALYSIS AND ASSESSMENT OF THE EFFECTIVENESS OF PERSONNEL MANAGEMENT AT THE ENTERPRISE

2.1 Analysis of socio-economic conditions for ensuring the effectiveness of personnel management.

Founded in 1995, BYD was listed on the Hong Kong Main Board on July 31, 2002. Headquartered in Shenzhen, Guangdong Province, China, BYD is a new technology private enterprise with three industrial clusters of IT, automobile and new energy. BYD has nine production bases in Guangdong, Beijing, Shaanxi, Shanghai, Tianjin [1] and other places, with a total area of nearly 7 million square meters, and has branches or offices in the United States, Europe, Japan, South Korea, India and other countries, as well as Taiwan, China and Hong Kong, China, with a total staff of nearly 200000. BYD's IT industry mainly includes rechargeable batteries, chargers, electroacoustic products, connectors, LCD modules, plastic components, metal parts, hardware and electronic products, mobile phone keys, keyboards, flexible circuit boards, microelectronic products, LED products, optoelectronic products, mobile phone decoration, mobile phone design, mobile phone assembly business, etc. The main customers include Nokia, Samsung and other top customers in the international communication industry.

Since its establishment, BYD has won the order of Doha, the largest cordless phone manufacturer in Taiwan, China, China, by virtue of its low price and excellent straightness. After planned development, BYD quickly grew into a medium-sized enterprise with annual sales of nearly 100 million yuan in 1997. In 2002, BYD was officially listed in Hong Kong, and won the order of Nokia mobile phone batteries by virtue of its lithium battery products with obvious advantages, The excellent battery manufacturing technology has laid a solid foundation for BYD's future "blade battery"

in the field of new energy vehicles. At this time, BYD sensed the general trend of new energy vehicles with a keen "smell", so in July 2002, BYD officially entered the automotive industry, and acquired the Jichi Mold Factory of Beijing Jeep, starting its own road from "zero" to "one". After researching the market and re planning the technology, only one year later, the domestic automotive industry has ushered in a "change", which is BYD. At the same time, BYD has acquired Qinchuan Automobile, becoming the second private car manufacturer in China after Geely. In December 2010, BYD's first batch of pure electric vehicles went offline, marking that China's new energy vehicles have achieved phased development results. In 2014, BYD officially became the first joint-stock new energy vehicle company to be listed in China. In 2016, BYD Company started the work of capital increase and share expansion, attracting 22 non-state-owned capital accumulatively and holding 37.5% of shares. In September 2018, BYD became the first new energy vehicle enterprise registered in A-share market in China. From 2014 to October 2018, BYD sold 293000 vehicles in total, and the online mileage exceeded 3.7 billion kilometers. In 2017, BYD sold more than 100000 complete vehicles, ranking first in China for five consecutive years and first in the global pure electric vehicle market. In 2020, due to the epidemic situation and the continuous decline of subsidies for new energy vehicles, BYD sold only 25900 vehicles, a year-on-year decline of 82.79%. After the listing of BYD, the net profit attributable to shareholders of the listed company was about 155 million yuan in 2018, 92.01 million yuan in 2019, and a precipitous decline occurred in 2020. The net profit loss attributable to shareholders of the listed company was 6 billion to 6.5 billion yuan.

In 2020, BYD Company will adjust the original organizational structure according to the company's development needs, and strive to achieve optimal allocation of resource regulation, quality improvement and efficiency. BYD Company has three meetings and one floor, seven departments in compliance and management system, two departments in financial investment system, five departments in development planning and product platform system, two departments in manufacturing system, three departments in procurement system and quality system, and one research institute, one business department and one marketing company.

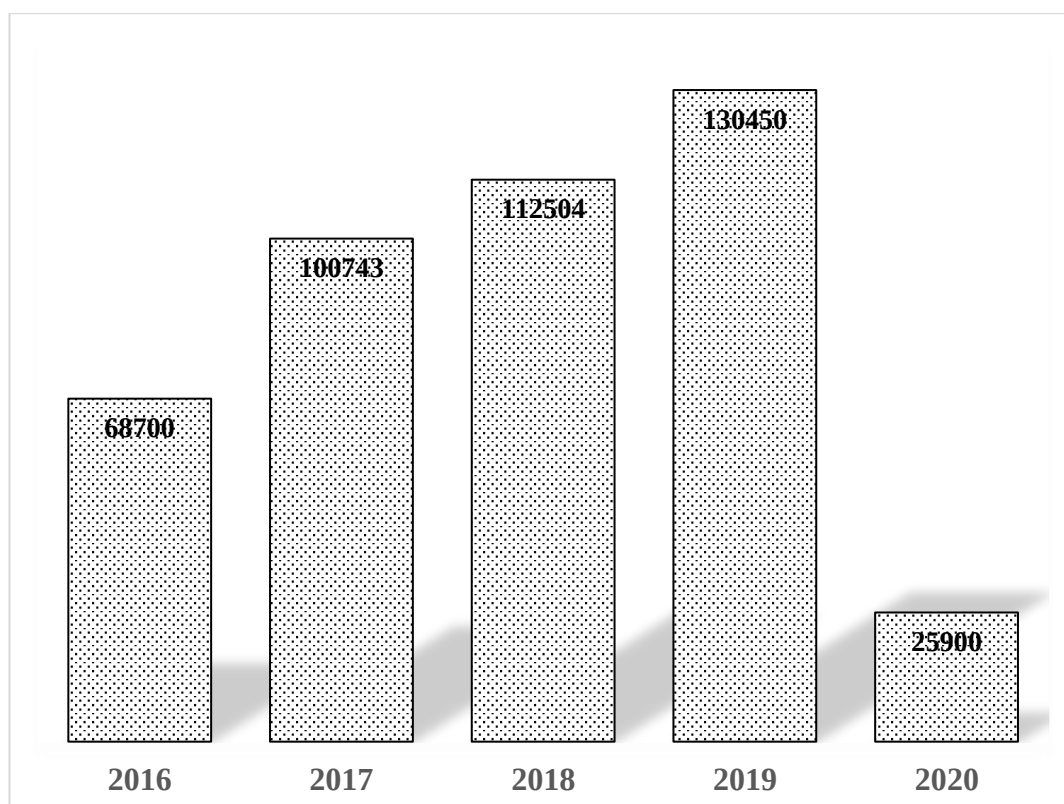


Figure 2.1 - BYD sales of new energy vehicles

Source: 2020 BYD new energy vehicle sales report.

As the rapid development of new energy vehicles has been subsidized by the government for the sales of related energy vehicles, the sales of BYD new energy vehicles continued to increase from 2016 to 2019, but affected by the COVID-19, the sales of BYD vehicles declined precipitously in 2020.

By the end of 2020, BYD Company has 2970 on-the-job employees in total, 2225 male employees, accounting for 75%, 745 female employees, accounting for 25%.

BYD has 192 employees aged 25 and below, accounting for about 7%; 986 employees aged 26-30, accounting for about 33%; 1011 employees aged 31-35, accounting for about 34%; 532 employees aged 36-40, accounting for about 18%; 189 employees aged 40-50 and above, accounting for about 6%. There are 60 employees over the age of 50, accounting for about 2%. The age distribution of the overall staff is relatively dispersed, with the majority of young people aged 25-35.

The total number of BYD employees is 683 with working years of 5 years or less, accounting for about 7%; 1129 with working years of 6-10 years, accounting for

about 38%; 743 with working years of 1-15 years, accounting for about 25%; 210 with working years of 16-20 years and 206 with working years of more than 20 years, accounting for about 7% respectively. BYD Company belongs to the traditional industry. Most of the employees with long working years have their careers in the vehicle manufacturing industry. The overall work experience of BYD Company's employees is relatively rich, but there are relatively few employees with working years of 5 years or less. The vitality and creativity of the company's employees are slightly insufficient.

The number of BYD employees with bachelor's degree or above totaled 2613, accounting for about 88%, of which the number with doctor's degree, master's degree and bachelor's degree respectively accounted for 2%, 29% and 57%. Since entering BYD Company requires a higher education level for its employees, BYD Company's employees generally have a higher education level and higher overall personnel quality.

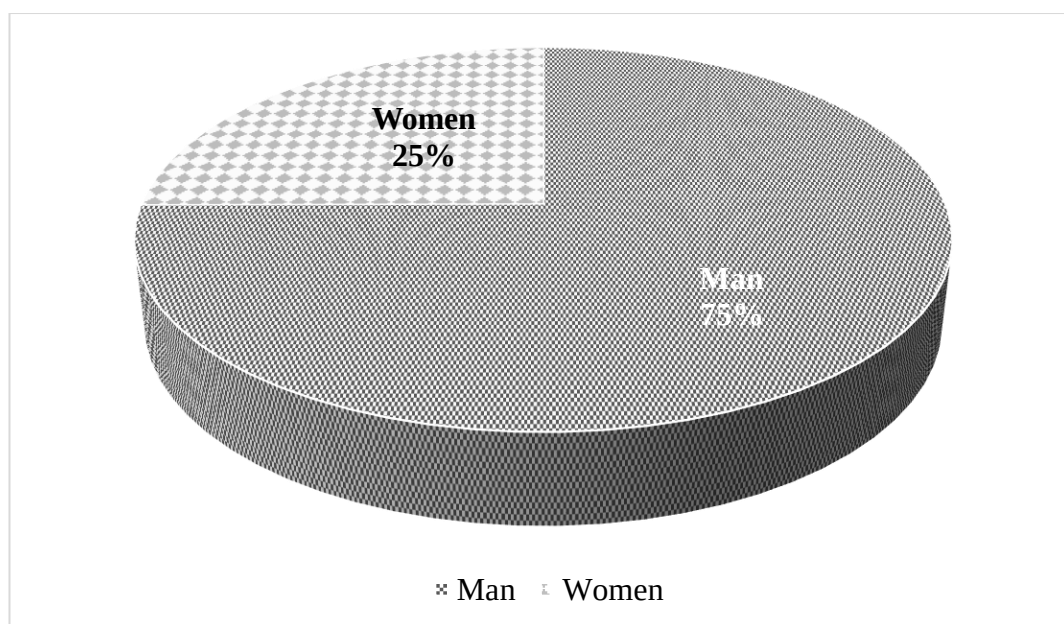


Figure 2.2 - Proportion of men and women in BYD

Source: 2020 BYD Company Administration Report

It can be seen that the ratio of male and female employees of BYD is about 3:1. Affected by the factors of the automobile industry, the number of male employees of BYD is far greater than that of female employees.

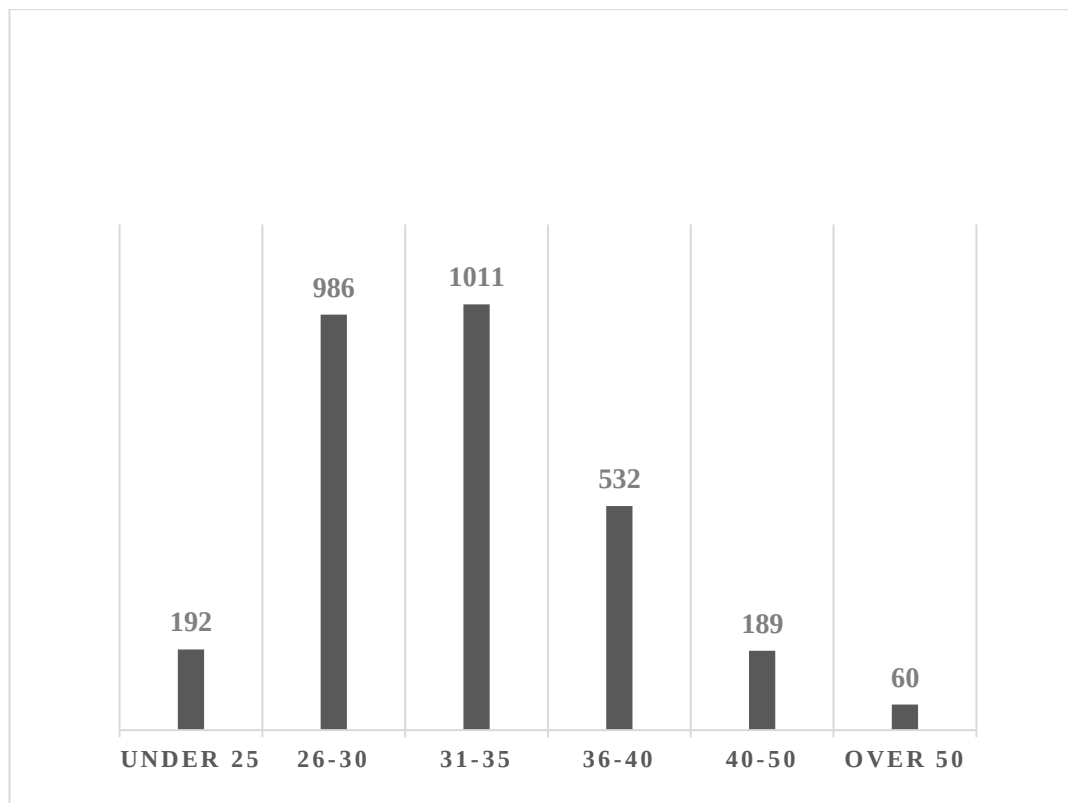


Figure 2.3 - Number of people of all ages in 2020 BYD company

Source: 2020 BYD Company Administration Report

The average age of the company's employees is 40 years old, but because BYD has some employees over 50 years old, the average age is slightly higher, so the median age of 32 years old can better represent the average age of BYD's employees. The overall age of BYD's employees is younger, but it is older than the average age of 26 years old in the Internet industry.

Reasons for the problems of BYD's performance appraisal system. Through in-depth research on the problems existing in the performance management of BYD Company, the causes of the problems are summarized, mainly including the degree of emphasis, training and education, corporate culture, system support, etc.

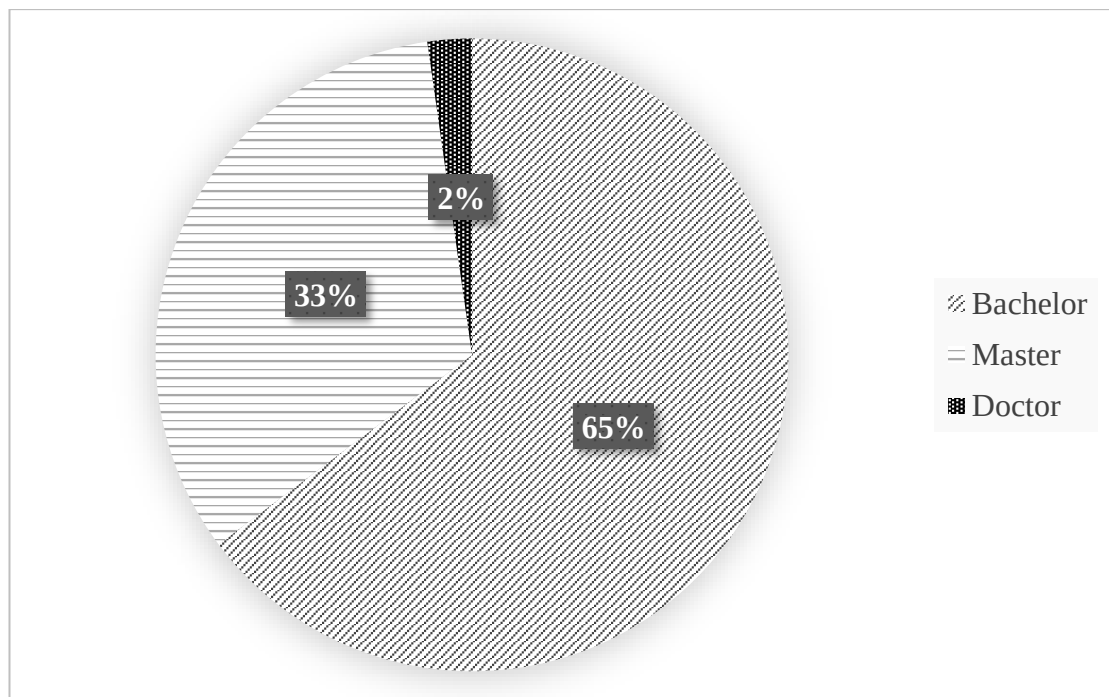


Figure 2.4 - Percentage of people with different degrees in BYD

Source: 2020 BYD Company Administration Report

The management did not pay enough attention to performance appraisal.

The main reason for the problems in the performance appraisal system is that the management of BYD Company does not pay enough attention to performance appraisal. Some managers tend to "say it is important, do it less, and don't get busy". There is a deviation in their understanding of performance appraisal. They do not really understand the real purpose of performance appraisal. In practice, there is a phenomenon of "appraisal for appraisal, appraisal for bonus". As a result, performance appraisal has insufficient impetus to achieve the company's strategic objectives, forming the concept that employees can complete their work tasks; Some managers recognize the importance of performance appraisal, but due to the lack of relevant professional knowledge, they still lack the scientific, rational and systematic understanding of the performance appraisal system. Zhu developed the performance appraisal system according to the actual situation of the company, which led to the unsatisfactory performance appraisal work and could not play the role of "baton" of performance appraisal for company management.

The performance appraisal training was not well publicized. Carrying out

performance appraisal training is an important measure to promote the implementation of the performance appraisal system. As the performance appraisal training of BYD Company is not properly transmitted, ten series of problems have arisen, mainly reflected in the following three aspects:

First, for the managers, the important role of performance appraisal and the importance of inviting justice were not carried out, and the management did not recognize the importance of performance appraisal to the development of the enterprise; Second, for the appraisers, there is no performance appraisal concept and operation standard

The training of the standard and operation process has led to the lack of understanding of the assessment concept, the lax formulation of the operation standard and the non-standard operation of the assessment process; Third, for the assessed personnel, there was no training on the application and feedback of performance appraisal results, and the assessed personnel could not understand the role of performance appraisal for the company and individuals. The lack of training and publicity has led to the management's lack of understanding of performance appraisal, the appraisers' lack of management skills in performance appraisal, and the examinees' failure to accurately grasp the appraisal indicators, making performance appraisal more of a "representative" of formalism and unable to be accurately applied to the company's management process.

Performance appraisal and corporate culture fail to integrate organically. Enterprise culture can closely unite employees. Excellent enterprise culture can stimulate and encourage employees, stimulate their sense of mission, gather their sense of belonging, and give their employees a sense of honor. Due to the short time of establishment and corporate culture construction, BYD Company did not match the employees' work intentions with the corporate culture. The employees could not deeply understand the relevant concepts advocated by the enterprise, the self positioning was inaccurate, and the work was not planned in detail. It was difficult to give play to the incentive role of corporate culture on performance appraisal.

The construction of performance appraisal system lags behind. The performance

appraisal system is an important guarantee for the construction of the performance appraisal system, and an important criterion for standardizing and restricting the work and behavior of employees. The current performance appraisal system of BYD Company has few systems related to performance appraisal. There is only one performance appraisal description, which covers the main body, process, cycle, content and results of the appraisal. There is a lack of supervision system, communication system and employee development system. Due to the lack of performance appraisal system, the industry cannot standardize the work process and accurately define the job responsibilities. The scientific management method plays a normative and guiding role, on the other hand, it can not play a role of restraint and supervision in the punishment of violating the system.

The Performance Management Committee is composed of the general manager of the company, the department head in charge of economic and human resources work and other leaders at or above the level. It is the highest performance management organization of BYD Company and is responsible for reviewing and approving the relevant regulations on employee performance management of BYD Company; Be responsible for the review and approval of employee performance appraisal results, and supervise the application of employee performance appraisal results; And be responsible for final adjudication and handling of special cases such as assessment appeal and non-compliance with relevant provisions of this system. The Human Resources Department is the centralized management department of the Company's employee performance management, promoting and implementing the Company's employee performance management. All departments and units of the Company shall implement performance management in strict accordance with the Company's regulations.

BYD Company has established and operated a relatively complete employee performance management system from the formulation of assessment objectives to performance evaluation, feedback, and application of assessment results.

Formulation of performance commitment. First, formulate BYD's annual performance assessment indicators and assessment responsibility statement according

to the Group's assessment responsibility statement and the company's key business projects, and define the company's assessment content and standards; Step 2: break down the indicators to each department according to the company's key assessment indicators and assessment items, define the assessment indicators of each department, and monitor and evaluate the assessment indicators; Third, managers at all levels need to formulate annual and semi annual performance commitments according to department assessment indicators or work objectives and in combination with personal responsibilities.

Performance communication and coaching. The management personnel at all levels shall regularly maintain one-to-one communication and guidance with employees in the daily work process, and give targeted guidance and suggestions according to the requirements of employees' job responsibilities and stage work conditions. Before the semi annual and annual performance appraisal, the implementation of KPI and key work items in the employee performance commitment letter shall be improved.

Review, find problems in time and give guidance. For those who fail to meet the assessment criteria, that is, the performance assessment scores are C and D, the department head shall objectively and impartially evaluate and communicate with the employees according to the actual completion of the indicators in the employee performance commitment letter, analyze the indicators that fail to complete one by one, find the root cause of the problem, and propose improvement plans from the aspects of work ability, attitude, professional skills, etc.

Performance appraisal. The first step is to calculate the organizational performance of BYD Company quarterly, monitor the achievement of organizational performance quarterly, and determine the overall organizational performance grade of BYD Company semi annually and annually based on the achievement of indicators. The second step is to calculate the performance of each department quarterly, conduct quarterly monitoring, and divide the performance grades of each department according to the performance grades of BYD Company in the half year and the year. Assuming that the company has a total of 10 departments, if the organizational performance level

of the company is the first level, the number of departments in the first level should not exceed 3, the number of departments in the third level should not be less than 1, and the remaining departments should be the second level.

Table 2.1 - Partition rule table

Department Organizational Performance	Company performance grade		
	First gear	Second gear	Third gear
First gear	$\leq 30\%$	$\leq 20\%$	$\leq 10\%$
Second gear	Remaining sectors		
Third gear	$\geq 10\%$	$\geq 20\%$	$\geq 30\%$

Source: Performance Evaluation Report of BYD Company

The third step is to determine the personnel distribution proportion of the corresponding appraisal sample group according to the performance grade of each department organization, and organize the performance appraisal of employees. The employee appraisal group is divided according to the principle of "who manages, who evaluates". The direct supervisor evaluates the performance appraisal scores of each subordinate, of which the performance score accounts for 80% and the value score accounts for 20%. The next higher level shall evaluate the performance of the group of employees according to their personal performance appraisal scores and organizational performance grades. If the department responsible group is assessed by the deputy general manager, the general manager will force the distribution to assess the performance grade.

The performance appraisal scores of each group must meet the mandatory distribution proportion rule.

Table 2.2 - Performance Appraisal Group Division

Division of performance appraisal groups	Performance rater	Performance Rating Person
Department responsible group	Vice President	General Manager
Section level cadre group	Department Head	Vice President
White collar employees	cadre at the rank of section chief	Department Head
Blue collar employees	cadre at the rank of section chief	Department Head

Source: Performance Evaluation Report of BYD Company

The higher the performance grade of the department organization, the more the number of employees at this level with personal performance scores of S and A, and the fewer the number of employees at C and D; the lower the performance grade of the organization, the fewer the number of employees at this level with personal performance scores of S and A, and the more the number of employees at C and D. Assuming that the organizational performance of the department is the first level, the number of employees at this level whose individual performance score is S shall not be more than 15%, the number of employees at A shall not be more than 25%, and the number of employees with the sum of CD shall not be less than 5%.

Performance feedback and interview. After the performance results are approved, the direct supervisor needs to feed back the performance results to the employees by email, conduct a "one-to-one" performance interview, point out the achievements and problems of the employees, seek solutions to the problems, and formulate specific improvement action plans.

Performance complaints. If an employee disagrees with the appraisal results, he or she can appeal to the Human Resources Department within ten working days after the announcement of the appraisal results.

Table 2.3 - Performance Appraisal Score Distribution

Performance distribution ratio	Department performance grade		
	First gear	Second gear	Third gear
S(excellent)	$\leq 15\%$	$\leq 10\%$	$\leq 5\%$
A(great)	$\leq 25\%$	$\leq 20\%$	$\leq 15\%$
B(good)	unlimited	unlimited	unlimited
C(needs improvement)	$C+D \geq 5\%$	$C+D \geq 10\%$	$C+D \geq 15\%$
D(unqualified)			

Source: Performance Evaluation Report of BYD Company

The Human Resources Department will investigate the contents of the appeal, communicate and coordinate with the deputy general manager, department heads and the parties concerned, and report to the salary and performance management committee for final decision if no agreement can be reached.

Application of performance appraisal results. Performance pay=performance pay equivalent standard BYD company coefficient X department coefficient and personal coefficient BYD company implements the secret salary system, and the performance pay equivalent standard varies from person to person. The company, department and individual coefficients are respectively linked to the company's organizational performance grade, department organizational performance grade and individual performance.

Table 2.4 - Company/Department Organization Performance Grade Coefficient

Performance grade of company/organization department	First gear	Second gear	Third gear
Company/department coefficient	1.2	1.0	0.8

Source: Performance Evaluation Report of BYD Company

Table 2.5 - Corresponding Coefficients of Individual Performance

Personal performance	S	A	B	C	D
Personal coefficient	1.3	1.1	1.0	0.8	0.5

Source: Performance Evaluation Report of BYD Company

From the above analysis, BYD Company lacks scientific personnel management planning, does not carry out effective personnel management demand and supply forecast, personnel management planning is out of line with enterprise strategic objectives, and personnel management is not fully prepared when encountering social force majeure factors. Inadequate planning in terms of post setting, performance assessment, management methods and other aspects leads to low efficiency of personnel management. Therefore, BYD Company needs to carefully analyze social and economic conditions and scientifically plan personnel management methods to improve personnel management efficiency.

2.2 Evaluating the effectiveness of personnel management processes at the enterprise.

From November 2020 to December 2020, a total of 26 employees (including management cadres) of BYD Company were interviewed through one-to-one interview. The first principle of the interview survey was to promise to protect privacy, anonymity of the interview results, and choose a meeting room with good privacy to interview the interviewees. At the same time, in order to ensure adequate recording, the interviewees' willingness should be solicited in advance for recording. If the interviewees refused to record. Then try to record the interview content in other forms. Second, respect the interviewees' wishes, and do not force them to answer questions that they do not want to respond positively, so as to create a relaxed and reliable environment for visiting the

weak.

Table 2.6 - Interview List

First level department	Secondary department	Rank
Business Division	Sales Management Department	Executive director
Office	Inspector's office	Commissioner
Finance and Accounting Department	Accounting Section (Headquarters)	High commissioner
Procurement Management Department	Parts Development Section	High commissioner
Product Planning Department	Product Section	Engineer
Engineering Research Institute	Strategy Development Department	Engineer in charge
International Business Department	Business Planning Section	Commissioner
Administrative Security Department	Safety and Environmental Protection Division	Commissioner
Plan Control Department	Project Control Section	Executive director
Business Planning Department	Operation Management Section	High commissioner
Platform Management Department	Platform Project Management Section	Chief Engineer
Enterprise Quality Department	Product Quality Department	Commissioner
Human Resources Department	Cadre office	High commissioner
Information Digitization Department	Analysis and Application Section	Commissioner
Marketing company	Customer Department	Executive director
Strategic Management Department	Qualification Announcement Approval Section	Administrative rank of section or department
Manufacturing Engineering Department	Body Technology Section	Chief Engineer

Source: Department Staff Table of BYD Company

The interview outline is as follows:

1. Do you know the company's performance management system?
2. When implementing performance management, do you have sufficient communication and coaching with employees? Can you give timely feedback after performance appraisal? For employees:
 1. Are you clear about your performance indicators? Can the manager pass on

the company's strategic objectives to the employees of the department?

2. Whether the manager's evaluation and guidance can be obtained regularly? How often? Can you understand the advantages and disadvantages of your work and keep improving? Whether we have conducted performance interview and communication with you after performance appraisal:

1. Do you think the company's performance management system can ignite employees' enthusiasm for work clothes, play a fair and just role, or just become a mere formality and reduce work efficiency?

2. Do you understand how performance results are applied?

3. Do you think there are any other problems in the company's performance management system? What is the cause of the problem?

Benchmarking Motorola's performance management system has clear standards and methods in terms of communication performance, evaluation dimensions and feedback methods. See the following table for details. At the same time, according to the interview results, we found that the current performance management system of BYD Company has certain deficiencies. Insufficient fairness of performance appraisal.

Table 2.7 - Motorola's performance management system

Process Steps	Application method	Content
Performance plan	SMART principle method	Form performance objectives, including business objectives and behavior standards.
Performance communication	"Hamburger" dialogue method	Timely communicate with each other about problems in work and collect information related to performance.
Performance evaluation	270 degree evaluation, relative performance evaluation, forced distribution method	Agree on employee performance based on facts, rate performance and solve problems.
Performance diagnosis and improvement	Problem diagnosis method and performance improvement plan	Identifying performance deficiencies and their causes can be addressed through coaching.

Source: Motorola's Personnel Management Report

1. "Equal pay" for ordinary employees and "higher vocational" employees.

Many young general employees of BYD Company have low rank, especially college students recruited through campus. Their performance salary base is also low. Even if their performance score is S, their total performance salary is still very small compared with the performance score of B for high rank employees, which makes young employees feel unfair.

2. "Equal pay but different performance" for employees of marketing companies, business units and other business units.

The performance pay of the employees of the marketing company is not directly linked to the sales volume index. The performance pay of the employees who sell more is almost the same as the performance pay of the employees who sell less, resulting in the unfairness of the employees in the region who achieve the sales volume index. At the same time, because the company's performance appraisal of the employees who get a B score 60%, the largest number. The first and last B winners actually differ greatly in terms of work performance, ability and attitude, but the performance pay they receive is the same, which causes the employees of the GS Division to feel unfair.

3. "More work" cannot "more", and "meritorious service" cannot "reward".

In daily work, in addition to the organizational performance indicators issued by the company at the beginning of the assessment period, there will always be some special and important work items that are inseparable from the company's development. In addition to completing their own work tasks, some employees will also be arranged by the management to complete such work items, such as independent shift projects, which occupy the originally saturated working time, Even if they have to work overtime to complete additional work, they cannot get additional rewards when the project is finally completed. If such employees and employees who do not undertake additional work have the same pay base and performance performance, the performance pay is the same, so these employees feel very unfair.

The whole process of performance management is short of performance channel.
Lack of communication link of performance plan.

According to the interview results, although the current performance

management system of BYD Company has set up the links of performance planning, performance coaching and performance interview, the actual management has not been implemented in place, and the direct communication channel between employees and managers is not smooth. Managers failed to communicate with employees timely and regularly on the grounds of busy work. After formulating the performance plan, they carried out "free range" management on employees and acted as "hands off manager". They simply distributed military affairs to employees from top to bottom. They ignored employees and did not provide them with due guidance and support in the process of planning. However, the employee level cannot actively report and communicate with the manager on a regular basis, so they cannot understand the business objectives and development strategies of the enterprise, nor can they deeply understand individual performance indicators and performance standards.

Lack of performance interview feedback mechanism.

When it comes to performance appraisal, employees fail to achieve performance indicators, managers scold employees, and employees blame managers, which ultimately affects the realization of the overall strategic objectives of the enterprise. In addition, through interviews, it is known that some managers even deliberately conceal the performance appraisal results of employees, and employees can not know their own audit results in time, so they can only

Ask the HR department, or calculate your own performance appraisal results from the paid performance salary. Some employees have questions or are not satisfied with their assessment results. In the absence of communication, their appeals cannot be accepted through normal channels. They do not know how to improve to meet the expectations and requirements of managers, let alone whether their personal efforts are consistent with the development strategy of the enterprise. Some employees even leave their jobs because they think the assessment process or results are unfair. This completely violates the original intention of enterprise performance management.

Poor application of performance appraisal results.

The gap between performance appraisal results and performance pay is small. The performance appraisal results of BYD Company have only been applied to positive

incentives such as salary adjustment, bonus and bonus distribution, and employee promotion, without establishing a sound and effective system of competition, reward and punishment. The gap between employee performance appraisal results and performance wages is not obvious. In fact, the difference between good and bad performance of employees is not significant, which is very unfair for employees who want to work hard for a career, Gradually lost enthusiasm and enthusiasm for work. In particular, the negative incentives for some employees who are not competent for the job requirements are limited, which can not serve as a warning. The lack of elimination mechanism can not produce a real "touch". The survival of the fittest is still in the stage of empty talk. The enterprise is like a pool of stagnant water without vitality, which has seriously affected the working atmosphere and passion of employees, and is not conducive to the sustainable development of the company in the long run.

Lack of application of performance appraisal results in training development.

The use of performance appraisal results is mainly reflected in the maximization of short-term interests as an incentive means, and the lack of organic integration with long-term incentives such as employee training and development, employee career development planning, employee stock ownership, which is not conducive to the retention rate of the company's core talents.

2.3 Analysis of the causes of problems in enterprise personnel management.

The performance appraisal content and incentive methods of BYD Company are lack of pertinence and difference.

There is no difference in the assessment contents and incentive methods between "higher vocational" employees and ordinary employees.

Many young general employees of BYD Company have low rank, especially college students recruited through campus. Their performance salary base is also low, but they undertake the work beyond their own rank. When their performance is very excellent, even if their performance score is S, their total performance salary is still very small compared with the performance score of B for high rank employees, which

makes young employees feel unfair. On the other hand, BYD's "higher vocational" employees should undertake the company's indicators for their performance appraisal, which is not required at present; At the same time, its performance salary base is much higher than that of ordinary employees, but its performance salary is not linked to the achievement of indicators, and the incentive level for "higher vocational" employees is very limited.

The assessment contents and incentive methods for employees of special business units such as the Business Unit and marketing companies are not targeted.

BYD Company currently exists. The phenomenon of "one ruler is the most owner". The research institutes, marketing companies, AF business divisions and functional departments of the company are all under a performance management system, which has very limited incentive level for employees of each business unit. For example, the performance salary of employees in marketing companies is not directly linked to the sales volume index, and the performance salary of more selling is almost the same as that of less selling. In addition, the salary of higher vocational employees in marketing companies is generally high, and they can still get the full amount when the sales volume index is not reached. The team of marketing companies has no ambition from top to bottom, and their spirit is lax.

Lack of additional reward mechanism for excessive meritorious service.

The operating indicator set by the company at the beginning of the year is the company's KPI. Employees are generally more motivated to undertake this type of assessment indicator, because if it is achieved, it is performance. For other equally important temporary key items in the assessment period, the employees are not enthusiastic, or even unwilling to undertake such indicators. Some employees only complete the KPI tasks assigned by their superiors, and others can do other work if they can. The management cannot deduct points because their indicators are met as required during the assessment, but other employees take the initiative to undertake temporary key work, Or for projects that are also very important to the company's operation, managers cannot give more incentive rewards. Employees pay more, but there is no "performance" in the assessment, let alone other incentives such as special

bonuses. In fact, the performance management system currently implemented by BYD Company cannot effectively motivate these capable and multi tasked employees, nor can it correctly guide those employees who are not KP1.

The internal management of BYD Company is not in place.

The performance management system of BYD Company is not perfect. BYD Company has not updated and revised the performance management system since October 2016, and the current performance appraisal related content has been issued in the form of notice, without confirmation of compliance and legitimacy, nor has it been reviewed by the regular representative meeting. The cash formula of locking salary in the performance management system is still "performance salary=personal part $\times$ Weight+Department $\times$ Weight+company part $\times$ Weight ", which is inconsistent with the current performance salary payment method" performance salary=personal performance coefficient means department performance coefficient BYD company performance coefficient ". At the same time, BYD is a large company with different business units under its organizational structure, such as marketing companies, business divisions and research institutes. However, the unified performance management system cannot meet the business needs.

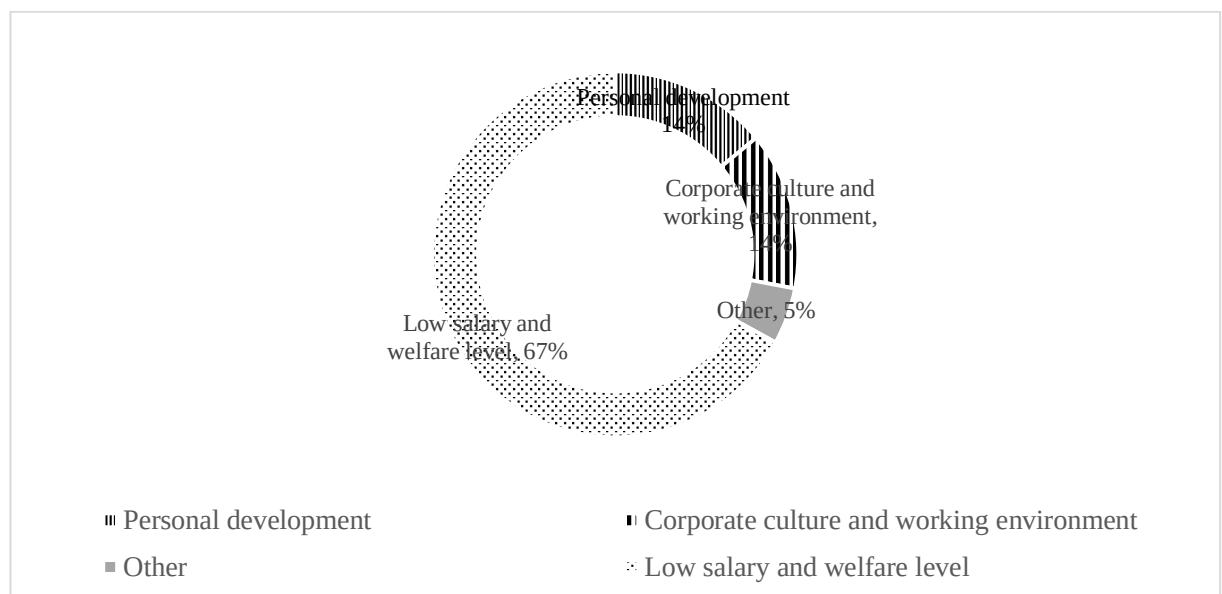


Figure 2.5 - Proportion of employees of BYD

Source: BYD Company Administration Report

According to the statistics of the personnel management department of BYD Company in recent years, the reasons for candidates to give up their offer and the reasons for leaving employees, there are serious problems in the company's performance appraisal and incentive methods.

It can be seen that the reasons for BYD's employees to leave have a great relationship with performance appraisal and welfare incentive methods.

BYD Company lacks regulatory authority.

In addition, BYD Company has developed rapidly since its establishment, and the update of the system can not keep up with the pace of enterprise development. However, there is a lack of supervision and management organization within the enterprise, which leads to "two pieces of leather products" in the system and actual operation. At the same time, BYD Company's information management level is limited, and the smooth operation of the fabric effect management system needs the support of a scientific information management system, otherwise, it can not achieve provincial management and monitoring of the process.

BYD company culture overemphasizes result orientation.

The company culture overemphasizes the result orientation, so that the enthusiasm and creativity of employees are greatly reduced. Employees only complete the tasks assigned by the leaders, and only pay attention to the KPIs assigned. In addition, the leaders do not care, and the employees themselves naturally do not care. Therefore, the company has formed an internal corporate culture and work attitude that is irrelevant. After completing their own work, employees will not think deeply and develop. What is beneficial to the company's development and the company currently ignores.

Reasons for the formation of the company's human resources management problems. Before BYD set up an automobile manufacturing company in 2003, BYD had been engaged in battery manufacturing business. The turnover was not high, the number of employees was not large, and the organizational structure was very simple and flat. Due to the small number of employees, there are fewer human resource management problems. The corresponding management work of the company can be

completed by a small team of the company's general manager and a small number of management staff. It is in a typical stage of "rule by man", and the construction of human resource management has been in a missing state. After the company entered the automobile manufacturing field in 2003, it also entered the stage of rapid development and expansion. However, at this time, the company's business focused on market expansion, and because there was no special department to manage human resources management for a long time, the foundation of human management was very weak. Therefore, the rule of man model has been unable to deal with the human management problems arising from the rapid development of the company, and various problems in human management have also bred.

BYD Company has achieved rapid development in recent years, with a substantial increase in personnel and a corresponding expansion in organizational structure. Therefore, it has set up a special human resources management department, with employees from a special recruitment team, who are responsible for completing the transactional work of human resources management, such as social security and welfare, salary payment, etc., with some professional human resources management knowledge and experience, and can simply complete the construction of human system, talent development Organize capacity-building and other work. On the other hand, the department heads recruited by the company are generally young. As front-line human resource managers, they are usually good at their own professional fields, but they also lack human management experience, and have no way to deal with relevant problems.

BYD's main business belongs to the automobile manufacturing industry, which has developed very competitively in China in recent years. Many business models and working methods are still in the exploratory stage. There is no mature experience to learn from, and BYD is still in the stage of crossing the river. Therefore, BYD has encountered many problems in its development, and the corresponding human resource management problems will also be more, For example, it is difficult to recruit experienced industry talents, high brain drain rate, difficult to design an effective performance management system, and low management efficiency.

From the small team size in the early stage of the company to the rapid

development of the company in the later stage, the management mode has not been effectively promoted from the previous tradition. Therefore, BYD Company must deal with the problems left over by history in its management in a timely manner.

The management of the company does not pay enough attention to training, and the concept of training development needs to be changed urgently.

Effective training is of great significance to the development of enterprises: it can improve the overall quality of employees, enhance their sense of belonging and responsibility to the organization, adapt to changes in the product market, enhance competitive advantage, improve work quality, and cultivate backup forces. The management's concept of training needs to be changed urgently. Because the company did not pay enough attention to the training culture and tradition, the Chinese management of BYD Company generally did not pay due attention to the training. However, in view of the initial friction, the management personnel withdrew from the human resources department for a period of time, no longer asked about specific personnel matters, and the shareholders only looked at the human resources report at the board of directors, so the senior management of BYD Company did not pay attention to the training work. In order to avoid the loss caused by job hopping of trainees and reduce the cost of human resources, the training expenses for employees are also controlled within a small amount. Training is divided into skill training and quality training. Since skill training may have an immediate effect in a very short time, but quality training may take a period of time to reflect, so there are quite a few leaders in the management who think that training is a dispensable matter, and only the current work is the focus, so the company has been dealing with urgent things, ignoring important things. This has resulted in a series of problems, such as low employee efficiency, many product quality problems, low employee loyalty, and blocked employee personal development.

The data in the report shows that BYD has some problems in personnel training, such as the lack of pertinence in the classification of training objects, the lack of follow-up safeguard measures for new employee training, the single training form, the weak teaching staff, the lack of necessary incentives for training, and the lack of overall

planning for training needs.

Table 2.8 - BYD Company training survey summary table

Item	Survey items				
Intention to receive training	Willing	Unwilling			
	86.2%	13.8%			
Training object category	Reasonable	Unreasonable			
	23.6%	76.4%			
Career training stage	Entry period	1-3 years	3-5 years	More than 5 years	
	51.2%	11.4%	17.5%	19.9%	
Training form	Internal centralized teaching	External training professor	Visit	Exchange learning	Network self-study
	45.2%	17.7%	9.8%	11.3%	16.0%
Application of training results	Position promotion	Salary increase	Continuing training	Job transfer	Other
	28.9%	41.2%	12.3%	10.4%	7.2%
Factors affecting training needs	Employee participation	Management attitude	Opinions of department head	Psychological quality	Other
	22.7%	31.2%	30.4%	9.9%	5.8%
Training needs planning	act of one's own free will	Inter-departmental cooperation	Personnel management functions	Other	
	37.8%	15.9%	26.5%	19.8%	

Source: BYD Personnel Management Training Report

The training management is loose and the process is chaotic.

The training attendance of BYD Company is just a sign in form, and the sign in form does not accurately reflect the employee's attendance rate. For example, in many cases, employees are busy and choose to have their colleagues sign in or even take examinations on behalf of them. However, the training attendance and assessment are not related to the promotion and salary of employees, which makes it difficult to drive the training enthusiasm of employees. Many employees said that there would be no extra reward for actively participating in the training, and there would be no punishment for their absence from the training. In BYD, where the work pressure is

high, employees would rather stay at their jobs to complete the visible workload than participate in the training. In addition, the Human Resources Department did not fully prepare for the training, did not complete the training effectiveness evaluation after the training, and did not establish a complete learning file for each employee, which greatly reduced the training effect and made it difficult to clearly show the long-term performance of each employee's training.

Insufficient investment in training funds and training hardware facilities.

BYD has few internal courses, few high-quality training courses are introduced, and the course design is not perfect, which can not fully meet the training needs of employees. In order to save training costs, the HR Department rarely cooperates with some well-known training institutions in course development or allows employees to participate in external training courses. The existing internal lecturers of BYD Company are mainly recommended by various departments and designated by the Human Resources Department. However, for a long time, there has been little investment in the training of internal lecturers and less incentive. Because BYD's internal part-time lecturers have their own jobs, and BYD has never continued training or other material or spiritual incentives for internal part-time lecturers, they rarely spontaneously update and add content to their own lecture notes, PPT, so it is not difficult to understand the phenomenon that the teaching effect of internal part-time lecturers is average, and the lecturers are not enthusiastic about teaching.

Summary of this chapter.

This chapter conducts research and analysis on the current situation and problems of human resource management in BYD Company, analyzes and interviews the current employees' recognition of several modules of human resource management in BYD Company, introduces the design of the analysis and interview outline, and through analysis and interviews, understands the recognition degree of BYD Company's employees on the current human resource management status, as well as specific aspects of recognition or disapproval, So as to summarize the problems existing in the current human resource management system of BYD Company.

CHAPTER 3

IMPROVEMENT THE EFFECTIVENESS OF PERSONNEL MANAGEMENT OF ENTERPRISE PERSONNEL MANAGEMENT

3.1 General principles and objectives of personnel management optimization.

Human resource planning is a systematic solution and management process to achieve the effective acquisition, development and optimal allocation of organizational human resources through human resource management and energy acquisition activities and institutional arrangements, and to support the realization of enterprise goals. Human resource planning can enable the enterprise's human resource management to enter a strategic state and improve the organization's strategic readiness and strategic management capability of human resources. It is the basis of enterprise human resource development and management activities, and determines the direction of enterprise human resource management activities.

Human resource planning generally includes the following aspects: First, understand the enterprise development strategy and strategic target system, analyze the business situation and organizational framework, and confirm the human resource strategy, objectives, principles and policies. Second, review the current situation of human resources, identify the existing problems and strategic problems of human resources, and analyze the differences between the current situation of human resources and future strategic needs. Third, forecast the supply and demand of human resources, and find the gap between supply and demand of human resources. Fourth, design systematic solutions to strategic human resources problems, adjust the business functions of the human resources management system, make policy and institutional arrangements for the implementation of human resources planning, and formulate specific measures and action plans. Fifth, timely evaluate and control the implementation of human resources planning to ensure that the human resources

planning is implemented as scheduled or adjusted in time to meet the needs of the organization and strategic development.

The company's human resources strategy. The human resources strategy of BYD Company is formulated according to the overall economic strategic objectives of the Company, the development of the labor market and talent market in the place where the Company is located, and the level of human resources development of the Company itself. First, the strategic objective of the company is to constantly develop or introduce high-quality products in relevant fields with competitive power, to promote them to the Chinese market and achieve good promotion benefits. Second, the company's several office locations in China are located in the first tier cities, with a relatively rich supply of human resources. Finally, although the company has been established for more than 20 years, its achievements in rapid development have also been achieved in recent years, while the corresponding level of human resources development has not been improved, and it still remains at a relatively primary level.

Based on the above points, BYD Company adopts the following strategies in the acquisition, utilization, maintenance and development of human resources.

The optimization of human resource management can make the company's human resources produce greater efficiency, thus helping enterprises achieve their business objectives and gain competitive advantages. In order to effectively solve the shortcomings in the human resource management of BYD Company, it is necessary to clearly understand the overall principles of human resource management optimization. In this paper, the famous SMART principles, namely, S=Specific, M=Measurable, A=Attainable, and R=Relevant, T=Time bound, can be used to grasp the optimization work, which can make the work more standardized and scientific.

Principle of materialization. It means that the optimization strategy should focus on specific work behaviors or tasks and should not be vague. In order to solve specific problems, the optimization work must be targeted, and the specific situation of BYD Company should be taken as the starting point. Only in this way can the actual effect be achieved and the work level be improved.

Measurable principle. It is exponential quantitative or behavioral, and can

produce quantitative or qualitative results. The objective of optimization should be clear, not vague. There should be a clear set of data as the basis for measuring whether the goal is achieved. If there is no way to measure the goal, it is impossible to judge whether the goal has been achieved. The purpose of optimization is to bring about system improvement, ultimately change behavior, and improve enterprise performance. Therefore, this point needs to be taken into account when designing optimization strategies, so that the result data or information of optimization work can be obtained for comparison and measurement.

Achievability principle. It means that the design of optimization strategy can be realized with efforts to avoid setting too high or too low daily standard. BYD Company's human resource management foundation is weak, and there are many aspects to be improved. We should formulate practical optimization strategies based on the actual situation of the enterprise and the company's development goals to avoid overestimation. The strategy design should adhere to multi party participation and communication, so that the proposed work goals can be agreed between the organization and individuals, and the goals can be "picked".

Principle of relevance. It means that optimization strategies are related. As a systematic work, human resource management includes recruitment, training, performance appraisal, salary management and other modules that are related to each other. The work results of many modules provide important reference information for other plants, such as some training needs come from the results of performance appraisal; The modules can only play a role if they maintain coordination and contact, for example, the performance appraisal can only play a corresponding incentive role if it matches the salary management. Therefore, when formulating optimization strategies for human resource management, we should not consider problems from a single module in isolation. We should think systematically, and the various modules should keep in touch to form a resonance effect.

Principle of timeliness. It means that there is a specific deadline for completing the optimization work. When formulating the optimization strategy, we must consider the time limit of the actual work, so that we can determine the time requirements for

completing the optimization measures of human resources management according to the weight of the task and the priorities of the matter, and we can grasp the changes in the work in a timely manner, so as to promote the improvement of work efficiency and ensure that the implementation of the optimization can be completed within a reasonable period of time, rather than in the distant future.

Based on the company's current employee performance appraisal scheme, BYD has established a new incentive mechanism to improve the efficiency of personnel management.

Table 3.1 - BYD Company Performance Appraisal Scheme Optimization Table

Assessment and incentive dimension	KPI assessment	New optimization
Indicator positioning	Annual established production plan and organizational performance indicators of task breakdown	Top to bottom: incremental project indicators that are not covered by organizational performance, have a significant impact on production, and need to be paid by the team. Bottom-up: sudden and challenging projects proposed by departments or individuals that exceed the KPI coverage.
Object scope	Organization assessment - participation of all staff	Organizational or inter-organizational team - individual personnel cashing in.
Total bonus	It is linked to the overall operation coefficient of the company and determines the bonus coefficient of the company in reality	It is only linked to the net value of the project, and the total amount of project bonus will be determined by the company's performance committee before implementation.
Cash-out hook	Linked to company, organization and individual performance	It is strictly linked to the task quantification and assigned to individuals.
Assessment cycle	Semi-annual assessment	In principle, the annual evaluation and completed items can be settled immediately, and the quarterly increase can be recycled.

Source: Personnel Performance Management Report of BYD Company

The overall principle of BYD Company's human resource management optimization needs to follow the above five points. Similarly, the objectives of management optimization are also divided into the following three points.

First, it can solve the significant problems in the questionnaire and interview. The questionnaire and interview outline are scientifically designed. The problems

involved are all important aspects of human resource management. They can be targeted to improve the existing problems in human resource management according to the opinions of employees. However, when formulating optimization strategies, we must not "cure the headache and cure the foot". The optimization strategy will focus on improving the operation process and improve the appearance problems through the mechanism behind, Strive to get twice the result with half the effort.

Second, upgrade the personnel management system of BYD Company to a professional human resource management system. Based on the comprehensive analysis of the current situation of BYD's human resources management, the company has recently carried out a relatively traditional personnel management phase of overseas work. Combining the basic theory of modern human resources management with the actual situation of the enterprise, it has become another important goal of this optimization work to carry out the upgrading of the original system.

Third, combine the incentive theory to reflect the incentive factors in the human resource management system. An important task of human resource management is to mobilize the enthusiasm of employees. Only by integrating the incentive factors into the framework of human resource management system can the incentive effect be long-term and guaranteed. Through the application of the incentive theory, different groups can be encouraged from different aspects. For example, for service support departments, their salary policies should reflect more health factors to increase their sense of security; For sales personnel, the design of performance appraisal system should give consideration to the application of equity theory and expectation theory.

3.2 Optimization Strategy of Enterprise Personnel Management.

Develop human resource planning. BYD Company has always been in the personnel management stage, which is the matter of the manager. It pays attention to the management after the event, a little management at the same time, and the main management principle is to follow the rules. Management, compulsion and passivity are not conducive to employees' enthusiasm in the long run. In order to realize the

transformation to modern human resource management, it is necessary to incorporate human resource planning into the overall human resource management work. Only in this way can the enterprise's human resource management activities be more forward-looking and leading, and can ensure that all types of jobs in the enterprise can obtain the right personnel at the right time to achieve the optimal allocation of human resources and other resources, So as to realize the maximization of enterprise economy.

In addition, functional planning on the acquisition, allocation, use, protection and other aspects of human resources is the main content of human resources planning, which objectively also plays a unified and connecting role in various functional modules of human resources.

Human resource planning serves for the realization of enterprise goals, so its formulation process must be combined with enterprise goals. BYD's short-term vision is to become a well-known enterprise in the whole industry chain of automobile manufacturing. In order to realize the vision and achieve a new round of growth and development, BYD focuses on the implementation of the four in one business model of "automobile R&D registration introduction - marketing growth production construction". On the premise of forming a consensus on business initiatives, it is necessary to formulate a human resources plan that meets the needs to support the realization of strategic objectives. In addition, the formulation of human resources planning also needs to take into account the changes in the internal and external environment and conditions of the enterprise, such as the supply level of the human resources market in the place where BYD is located, the policy environment and many other factors.

The annual human resources planning of BYD Company is implemented in the following steps: (1) investigate, collect and sort out various information related to BYD Company's strategic strategies and business environment, and use relevant tool models such as PEST, SWOT and the Five Forces Model to extract the impact and requirements on the future human resources of the enterprise; (2) Determine the duration of human resources planning according to the actual situation of BYD Company or Business Division; (3) Determine the organizational structure of the

department; (4) Determine the headcount of the corresponding department; (5) According to the business development status, the supply and demand of human resources of BYD Company in the future are predicted, and on this basis, the coordination and balance plan of human resources supply and demand is formulated. (6) Do a good job in the budget of human resources management expenses, and ensure that all human resources activities are supported by funds. (7) The planning of human resources development is an important part of ensuring the quality of talents and maximizing human efficiency.

BYD is a large company with different business units under its organizational structure, such as marketing companies, business divisions and research institutes. All employees use a performance appraisal method, which cannot improve their management level and meet business needs. At the same time, BYD Company has a large number of employees and large salary differences, so it is difficult to achieve fairness by unifying them into one assessment method. Therefore, it divides employees horizontally into business units and vertically into ordinary employees and "higher vocational" employees according to their job levels. It carries out "accurate portraits" for different business units, designs different assessment schemes for different groups, takes target management as a tool, and value creation as a guide, Highlight the differentiation and pertinence of management assessment, and give full play to the incentive role of personnel management.

BYD set up a business division mainly to be responsible for a series of business activities such as the development, production and sales of economic models. The Business Unit aims to create a market-oriented organization with low cost, high quality and rapid response to demand through mechanism innovation, emphasizing benefit sharing, getting more for more work, encouraging people oriented, and following fairness, competitiveness, incentive and sustainable development. BYD Company takes the Business Division as a pilot to promote the meritorious service incentive mechanism, increases the meritorious service incentive on the basis of the original personnel management, and forms a meritorious service incentive mechanism based on organizational performance, with excessive meritorious service as the goal, and with

merit based reward as the guarantee. This mechanism not only ensures the completion of the main strategic channel task, but also encourages employees to constantly break through challenges, stimulate excess value creation, and reverse the employees' negative working attitude of "doing what the company assesses", It is conducive to stimulating personnel efficiency, promoting value creation, and creating a meritorious culture of "no matter where a hero comes from, he who has the ability will reveal it, and he who has the ability will take the lead", so as to improve the management efficiency of managers and reshape the enterprise values based on the strivers.

Improve and optimize the recruitment system. The goal of BYD Company to improve and optimize the recruitment system is to absorb the most appropriate talents for the positions set by BYD Company, so as to achieve effective human resource allocation. Therefore, an optimization scheme is designed for the existing problems, and the key links are clarified.

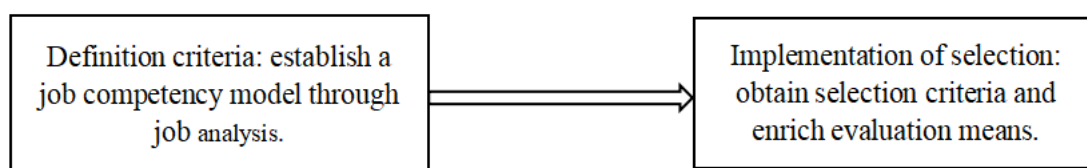


Figure 3.1- Improvement process of recruitment system

Source: Performance management data of BYD Company

BYD has three main recruitment channels: first, on-site recruitment, mainly in the local talent market. The second is through online recruitment, mainly through local talent networks and other websites. The third channel is through employee recommendation, which plays a great role in the recruitment of front-line production staff.

It can be seen that BYD has almost abandoned campus recruitment, talent outsourcing, headhunting recruitment and internal recruitment in addition to the three channels mentioned above. Although fresh students have no work experience, they also have many excellent plastic talents.

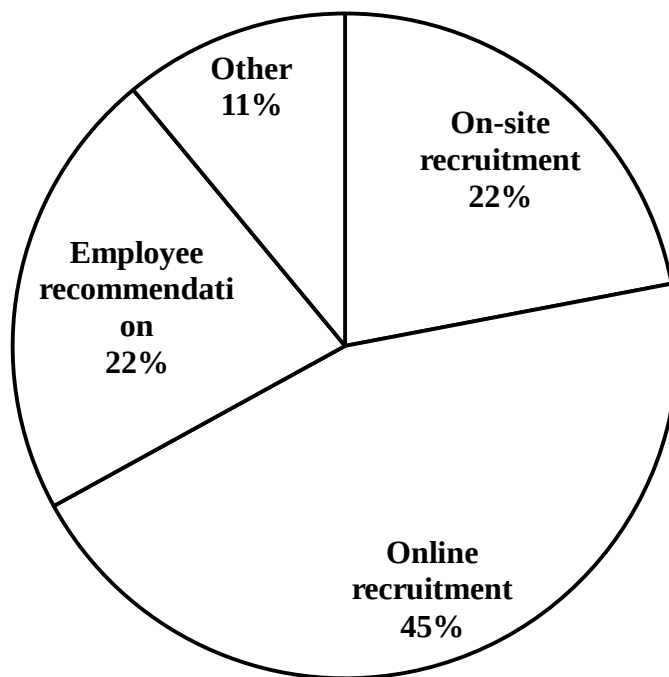


Figure 3.2- BYD recruitment channels

Source: Performance management data of BYD Company

They are enthusiastic about their work and have great potential. Besides, they have low labor costs and can bring new vitality to the company; Although talent outsourcing is a popular model in recent years, it can reduce recruitment costs, reduce employment risks and flexibly determine the employment period. The cost of headhunting recruitment is high, but for the recruitment of enterprise executives or technicians, it can greatly improve the success rate. Compared with external recruitment, internal recruitment has more advantages in terms of cost, equality of recruitment information and effectiveness of recruitment.

Carry out the work analysis again. In the early days of BYD Company, it established a position system according to some Korean pharmaceutical enterprises, and set up a job description through simple job analysis. However, things change with time, and the dynamic adjustment of these works is essential, otherwise it cannot adapt to the development needs of the enterprise. According to the relevant theories of job analysis, it refers to the process of understanding the information related to the job, that is, the process of describing and studying the job responsibilities, job content and the

qualifications that the practitioners of a specific position should have in the organizational structure. According to the research results, formulate the corresponding job description and form job specifications. It can be seen that the job content, scope of work and qualifications of a position need to be determined before recruitment. Only by determining these prerequisites can we carry out targeted recruitment and find employees suitable for the enterprise. Reviewing the reasons for BYD's poor recruitment in the past, most of them were due to inadequate job analysis. Therefore, before BYD Company carries out specific recruitment for each position, the Human Resources Department needs to fully communicate with the manager of the employing department to understand the main performance objectives and job responsibilities of the current department, as well as the decomposition of these objectives and job responsibilities to each person, and what skills and abilities this candidate needs, so that you can clearly know what kind of people the current department needs, According to the results of these analyses, the corresponding job description is formulated, and the Human Resources Department searches for suitable candidates according to the requirements previously analyzed, so that it can be targeted and improve the effectiveness of recruitment.

Establish competency model. On this basis, in order to more comprehensively examine job candidates, BYD Company needs to establish a competency model. The competency model not only includes the knowledge and skills of the job candidates, but also includes such inherent characteristics as employees' communication and cooperation ability, stress resistance ability and so on. These soft skills can even affect a person's performance.

The building process of BYD's competency model includes four links. First, determine the general competency indicators for various positions in BYD Company, establish the indicator entry framework through the General Competency Quality Dictionary and other documents, and then conduct detailed matching with professional interviews to further refine the indicators; Secondly, select the list of excellent and ordinary performers, conduct behavioral event interviews with the selected employees, and identify their key behaviors; Third, the evaluation scale of behavior description is

obtained through key behaviors, and the scores of various indicators of general competency are obtained; Fourth, the person who gets the highest score is the competency with the strongest discrimination. The competency of the position can be determined by selecting the competency with the highest score in the first few items.

Enrich recruitment and selection methods. Based on the establishment of competency model, the recruitment work can break through the mode of interviewer's experience oriented, and establish selection criteria from more persuasive dimensions. Corresponding to this, enrich various evaluation methods, such as behavioral interview method, key event method, written examination, etc., which can make the interview results more authentic and reliable.

Introduce personality test and strive to match people with posts. The post competency model indicates the quality requirements of the required personnel, and can also summarize the personality characteristics of the personnel required for different posts. For example, sales personnel need to be outgoing and enthusiastic, and financial personnel need to be calm and meticulous. BYD needs to do a good job in this kind of summary, which provides a basis for further implementing the job matching work. When the personality characteristics and career matching degree of the candidates are high, the matching of personnel and posts can make the personnel give full play to their potential, improve their work efficiency, and bring benefits to the company. Otherwise, it will bring losses to the company. BYD Company also needs to introduce a psychological evaluation tool based on the Big Five Personality Theory. When a position starts to be recruited, the appropriate personality characteristics for the position can be evaluated according to the personnel position matching theory table. For example, when it is necessary to recruit a management representative, according to the personality type and occupation matching table, it can be seen that management personnel need to have enthusiasm, extroversion and other personality characteristics. When candidates with similar hardware conditions are selected through the interview, they can be invited to conduct a five person personality test to find candidates with the personality characteristics required for the management of this position, and then combined with the interview performance, they can choose the best candidates for

admission, This will greatly improve the personnel post matching, thus ensuring the effectiveness of recruitment.

Establish and improve employee training mechanism. Training is an important means of human resource development. In view of BYD's problems in training, the following optimization measures should be taken.

Reasonably divide the responsibilities of training departments. The training functions of the training department and the management department of BYD Automobile Business Unit overlap in work, which is likely to lead to incongruity in training. Therefore, in terms of job responsibilities, clear boundaries should be drawn. The Automobile Training Department focuses on the training of external personnel, and is responsible for training relevant personnel of agents and automobile manufacturing institutions on product knowledge; The training position of the management department focuses on the training of BYD's internal personnel, and is responsible for the training of the company's internal personnel in terms of basic knowledge and skills, management improvement, corporate culture and other aspects; For the internal training involving product knowledge, the trainers of the management department are responsible for organizing it. The automobile manufacturing training department, in the form of internal lecturers, will be mobilized and arranged by the former to participate in the relevant internal training of the company.

Implement training demand survey and enrich training content. The reason why BYD's training work focuses on the new employees' entry stage is that it has not conducted large-scale research and analysis on training needs, and has no entry point for training needs. It can only focus on the obvious competency of new employees. BYD Company should, according to its own enterprise situation, conduct research on training needs from multiple dimensions, such as enterprise development goals, comparison of job qualifications and performance appraisal results, new employee integration, employee career development, etc.

The main role of enterprise development goals on training needs analysis is that it points out the performance that the enterprise expects employees to make, so as to draw the ability and quality requirements that employees should have in order to

achieve this performance. The comparison between qualification and performance can tell the training managers about the gaps in skills or abilities of employees to achieve high performance. The integration of new employees should consider how to quickly adapt from the traditional automobile manufacturing enterprises to the new energy automobile industry. The formulation of career planning for employees should be consistent with the company's training plan cycle in terms of cycle, and the content should be coordinated with the company's training plan.

After a comprehensive analysis of training needs, a corresponding periodic training plan can be formulated, usually for one year. Key elements such as training items, time, training objectives, costs, etc. should be indicated to guide the following training work. The plan shall be recognized by employees at all levels before implementation to ensure that the training program can be effectively implemented and the training effect can be translated into real performance.

Improve the process management of training. The training plan shall be well prepared, and the real situation of the training shall be recorded. The whole training process shall be recorded and tracked by means of training registration, effect evaluation, etc. On the one hand, the records can be compared with the training plan to see whether it is implemented according to the plan, so as to summarize and analyze the training work itself, which is conducive to work improvement. On the other hand, the retention of training records provides a factual basis for the application of training results to other HR modules, such as a prerequisite for job transfer or promotion. Training records also contain the accumulation of resources, which can serve as the basis of the company's knowledge system. With the enrichment of this accumulation, the mobilization of the company's training resources will become easier.

3.3 Improving performance management and salary system.

Optimize the incentive and performance appraisal system, Introduce OKR performance appraisal tool.

The problems in the performance appraisal have been analyzed above. In order

to make employees understand the relationship between their work and the company's overall goals, so that the pressure of performance goals can be effectively transferred to relevant posts, it is necessary to apply a set of scientific performance evaluation tools that are suitable for the enterprise's business model, decompose the enterprise goals to each employee, and ensure the realization of the enterprise's business goals through effective management. The performance appraisal link can best reflect the incentive function in the company management, so a management tool that can combine multiple incentive factors must be used to reflect the incentive effect from multiple aspects as much as possible. BYD is a traditional and new energy vehicle production and trade enterprise. Each department is in different links of the enterprise value chain according to its responsibilities, and has its own work objectives. The OKR performance management method widely used by modern enterprises is very suitable for BYD's enterprise characteristics. The full name of OKR is Objectives and Key Results, which is the target and key results method. OKR is a set of management tools and methods to define and track key objectives and their completion, Objectives are targets and KeyResults are key results.

Goal setting must be specific, preferably quantifiable, challenging, and able to reflect incentives. Employees can achieve job satisfaction by achieving higher goals; Number of goals: set 3-5 goals every quarter: goals must reach consensus, and goals must be the consensus after full and direct communication between managers and employees. The department goal comes from the decomposition of the enterprise's strategic goal, so the goal setting is top-down, that is, the upper level goal determines the next level goal. The setting of key results should follow the SMART principle, that is, S: be specific; M: It shall be able to measure and determine the level of completion results; A: What should be achieved should not be too high to be achieved in the end: R: It should be related to the company's performance and strategy, as well as the department's business; T: There should be a specific time limit for completion.

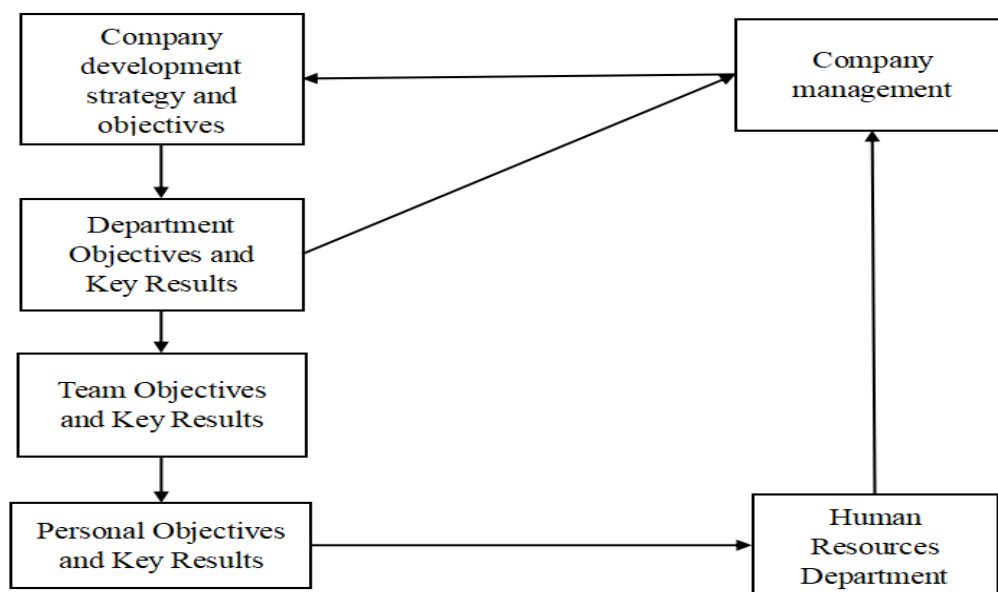


Figure 3.3- BYD Performance plan drawing

Source: Performance management data of BYD Company

The company should adjust the salary structure, and adjust the salary payment method to basic salary plus performance salary, which is related to the assessment score. The wage structure was adjusted, and the basic wage and performance wage accounted for 50% and 50% respectively. Performance pay is linked to the assessment score.

Actual performance salary=base × The performance conversion coefficient corresponding to the performance grade is no longer used. It is directly linked to the assessment score, and each person's performance score must differ by at least 1 point to achieve "one person, one file" and strengthen the incentive effect.

The specific cashing rules are as follows:

When the performance appraisal score is greater than or equal to 100 points and less than or equal to 120 points, the performance fulfillment coefficient is calculated from 1.0. The calculation formula is: performance fulfillment coefficient=1.0+0.025 * (performance appraisal score - 100 points).

When the performance appraisal score is greater than or equal to 80 points and less than 100 points, the performance fulfillment coefficient is between 0.6 and 1.0, and the calculation formula is: performance fulfillment coefficient=0.6+0.02 * (performance appraisal score - 80 points).

When the performance appraisal score is greater than or equal to 60 points and less than 80 points, the performance fulfillment coefficient is between 0.3 and 0.6, the calculation formula is: performance fulfillment coefficient = $0.3 + 0.015 * (\text{Performance evaluation score} - 60)$. When the performance appraisal score is less than 60, the performance fulfillment coefficient is 0.

Incorporate incentives into performance planning. There are two things to pay special attention to when developing performance plans. First, according to the expectation theory, each person's motivating power is equal to the product of the target value and the expected probability. Therefore, special attention should be paid to the balance between the above two points. The goal setting should not be too difficult, otherwise it will affect the enthusiasm of employees. Secondly, according to the fairness theory, everyone will compare their own effectiveness with the income from work and others to judge whether their remuneration is fair and reasonable, thus affecting the enthusiasm of work. Therefore, when setting performance goals, managers should also consider balancing everyone's work goals to ensure internal fairness. Scientific performance evaluation. Performance appraisal is carried out at the end of the evaluation period, from bottom-up self-assessment to top-down superior evaluation.

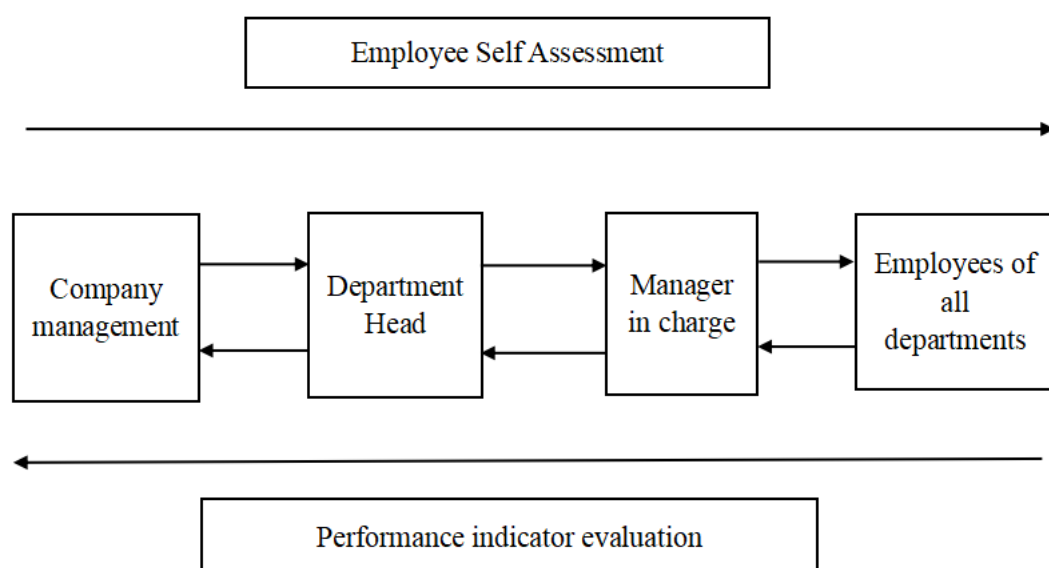


Figure 3.4 - BYD Performance evaluation process

Source: Performance management data of BYD Company

The Human Resources Department shall send a notice to the department heads at the beginning of the annual performance appraisal, listing the matters needing attention and the specific schedule of the annual performance appraisal. Employees at all levels shall review the implementation of this year's performance plan, fill in the "self-assessment" and submit it to the superior evaluator. The department head will score the implementation of key performance indicators and ability performance of employees during the evaluation period. After being approved by the superior, the department head will confirm the performance evaluation results with the employees, affirm the results and make up for deficiencies.

The application of OKR performance management tool makes the goals of each position relate to the company's goals, so that the pressure of the company's goals can be effectively transmitted to each position. Managers also have a basis for evaluating employees' performance, which provides a prerequisite for daily communication of performance issues. The performance results can truly reflect employees' daily work problems. Therefore, the evaluation results are applied to bonus payment, training Promotion and other aspects are persuasive and can effectively maintain consistency and relevance with other human resources modules.

The personnel management performance of BYD Company is mainly applied to positive incentives, which has really helped the enterprise absorb a large number of talents in the rising period, but also allowed some less excellent personnel to take a "ride". However, the enterprise is in a difficult period of operation, so it needs to increase the application of performance management in negative incentives, such as demotion, salary reduction, employee elimination, etc., so as to identify redundant employees, Let the limited resources incline to the truly excellent employees. In the long run, enterprises should establish a complete set of competition, incentive and elimination mechanisms, activate talent innovation, creativity and organizational vitality, and advocate a performance oriented culture to promote the rapid improvement of employees' ability, the effective incentive of teams, the rapid development of organizations, and the improvement of management efficiency, which is conducive to the correct and healthy development of enterprises.

Establish a demotion and salary reduction mechanism for incompetent employees. The application of performance results should maximize the incentive effect. Employees should be clearly aware that good performance results will lead to positive incentives such as promotion and salary increase. At the same time, bad performance results will lead to negative incentives such as demotion and salary reduction. Enterprises cannot pass on a message that it doesn't matter if they don't work hard. Good performance and poor performance are only reflected in a performance pay payment. After the cadre withdrawal mechanism implemented in the benchmarking company, the demotion and salary reduction mechanism for incompetent employees will also be established. According to the company's regulations, according to the actual work situation of leading cadres, the company is requested to review and withdraw in case of the following circumstances

Cadre sequence: those who are incompetent in the comprehensive assessment of their tenure and whose annual performance is D or their performance is C for two consecutive years; Those who fail to pass the annual talent review; Those who cause losses to BYD Company due to dereliction of duty or dereliction of duty or violate the company's incorruption regulations, and the disciplinary inspection department proposes to remove them. In the semi annual/annual performance appraisal, the employee whose performance appraisal result is C for two consecutive times or D for the semi annual/annual performance appraisal is deemed to be incompetent, that is, the employee cannot complete the work tasks arranged by the employer with quality and quantity according to the standards agreed with the employer, and cannot meet the assessment standards agreed or recognized by both parties for the post. The company needs to establish a demotion and salary reduction mechanism for incompetent employees, that is, reduce the difficulty of their jobs, adjust their job grades and adjust their salaries accordingly. When demoting employees, we must communicate with them in advance,

Provide reasonable reasons to convince employees, otherwise it is very easy to have large fluctuations in employees' emotions and other negative effects.

The larger the size of the enterprise, the greater the probability of employees

whose performance appraisal is at the bottom for many times, who have bad attitudes and do not meet the development needs of the company. BYD Company has not established an employee elimination mechanism before, which allows such employees to become "black sheep" in the department. Through interviews, some cadres also put forward that "the company should establish an elimination mechanism. The enterprise is not a good organization, and should not allow some outnumbered employees to establish a bad image and endanger the team".

Improve the salary and welfare system.

Establish position salary system. As the company has not established a position system, there is no path planning for employee salary promotion, and there is a lack of directional guidance. Therefore, in this compensation management optimization plan, it is necessary to distinguish the functional sequence and grade in detail according to the market level of human compensation and the company's position value, and mark the interval compensation value of each position to provide a basis for employee compensation promotion.

Keep the salary system adjusted dynamically. After the establishment of the position salary system, BYD Company needs to grasp the salary level of the external human market in a timely manner by purchasing salary reports, market research and other means, and maintain dynamic adjustment of the salary standard, so that employees in corresponding positions can obtain relatively satisfactory results by comparing the salary level of the external market.

Adjust the salary structure of some positions. In order to solve the problem of simplification of BYD Company's salary structure and strengthen the effect of salary incentive, it is necessary to re set the salary structure of relevant posts. As previously stated, the floating salary of marketing and R&D personnel of BYD Company accounts for 20% of the total salary. In fact, according to different job responsibilities, the impact of corresponding functional personnel on the final goal should be targeted on this basis, and the floating salary proportion of personnel directly affecting performance should be increased to make this part more stimulating, and the floating salary proportion of service support personnel should be reduced accordingly, The health factor of fixed

wages has been strengthened.

Salary structure adjustment of marketing posts. Marketing personnel can be specifically divided into four functions: sales, marketing, brand and training support. The sales personnel directly contact the end customers and are responsible for the development of products; The marketing personnel are responsible for the marketing of the commercial end, and continuously improve the recognition of the company and products for industry experts, associations and commercial institutions; Brand personnel are responsible for product awareness on the consumer side to increase consumer recognition of products: training support personnel include business training personnel, manufacturing personnel and after-sales service personnel, who provide more sales service support. According to their respective responsibilities, it can be seen that their corresponding impact on the overall performance is different. The order from high to low is sales, marketing, brand and training support.

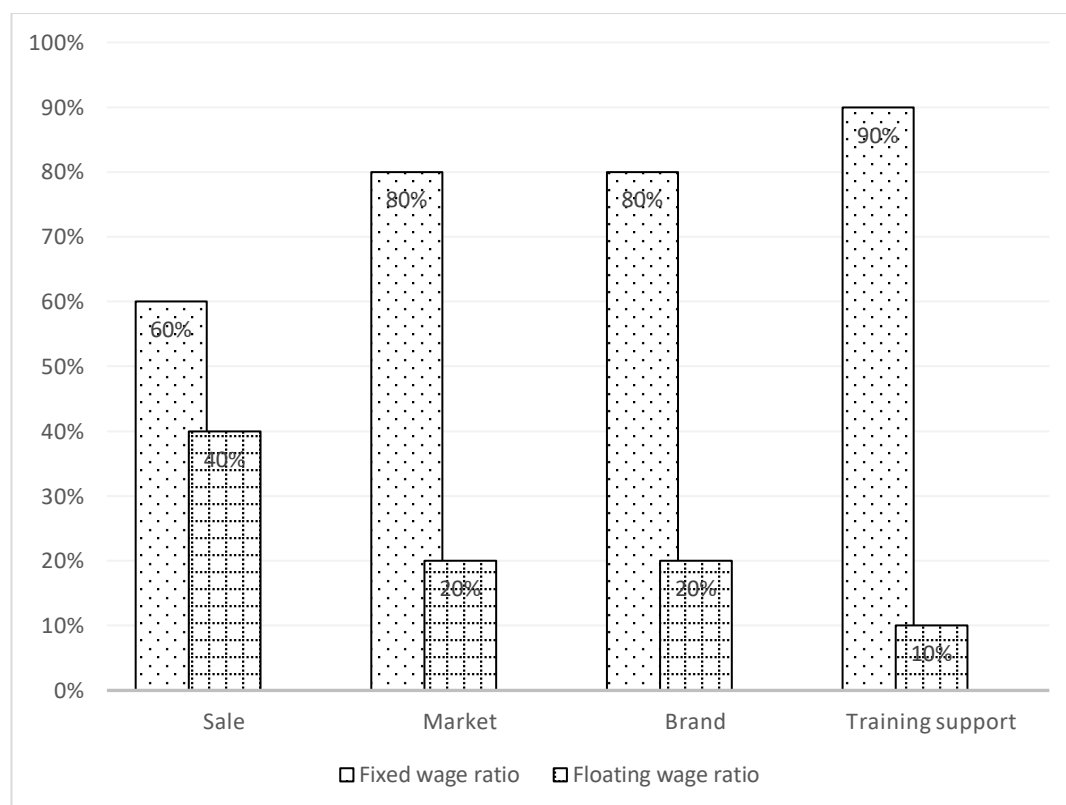


Figure 3.5 - BYD Salary Structure Setting Table of Marketing Personnel

Source: Performance management data of BYD Company

Salary structure adjustment of R&D posts. The salary structure setting method for R&D personnel is basically the same as above. R&D personnel can be divided into researchers, registered personnel and service support personnel according to their job functions. Similarly, their respective responsibilities have different impacts on the overall project delivery. It is unreasonable to uniformly set the floating salary at 20%.

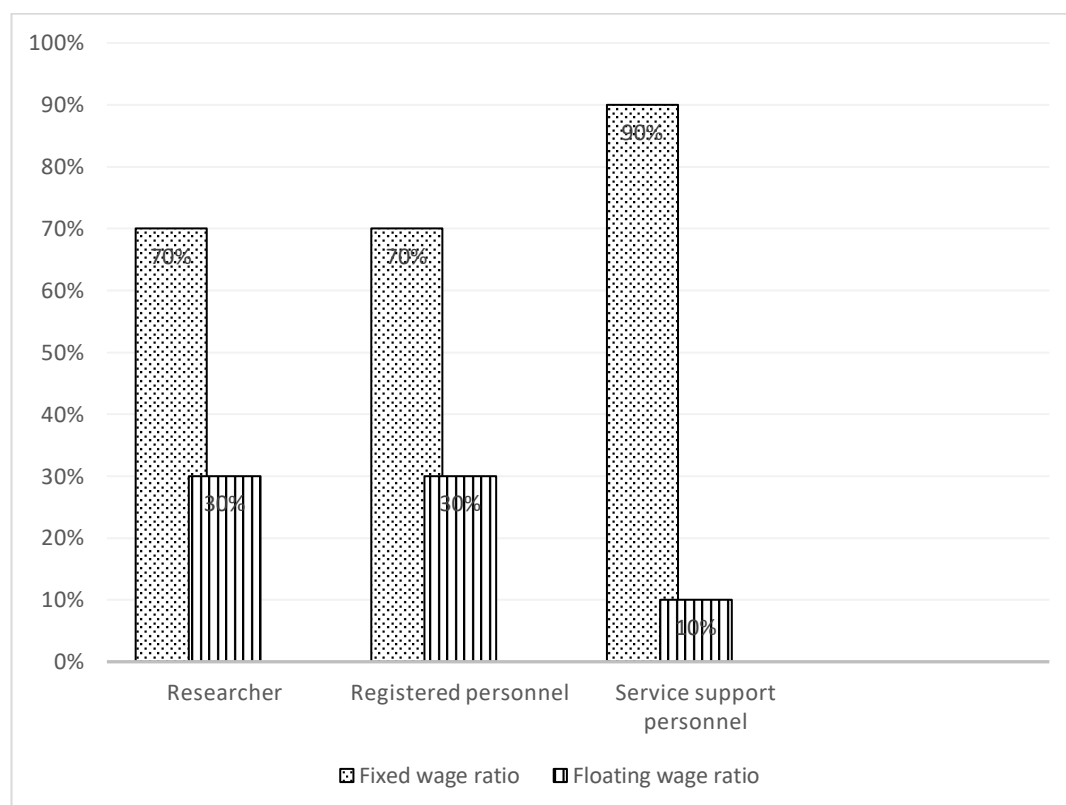


Figure 3.6 - BYD Salary structure of R&D personnel

Source: Performance management data of BYD Company

Adjustment of salary structure for operational and transactional functional posts.

The salary level of operational and transactional functional personnel of BYD Company is generally low and there is no floating salary. In order to encourage employees with achievement motivation to achieve better performance and objectively enable such personnel to obtain more compensation through their efforts, they need to change their salary structure and take 10% of the overall income as the floating salary, which will be realized through performance appraisal. From the perspective of the implementation process, the setting of performance goals should break through the 10%

category of floating salary and set higher performance standards and salary rewards, so that employees can obtain higher returns than the original dead wages through efforts, which is objectively conducive to the improvement of the overall efficiency of the enterprise. The policy adjustment should pay attention to the methods and methods. For the first time, the cash cashing of the assessment results should be delayed by one assessment cycle, so as to avoid the decrease of employees' income in the current assessment period and affect the implementation of the adjustment policy.

This chapter focuses on the optimization measures of the personnel management system. First, in terms of the evaluation objectives, the original system's evaluation objectives were not clear, and a complete target system was not formed. Each department only completed the key performance indicators. After optimization, the performance evaluation objectives were defined according to the company's development strategy, which defined the direction for the optimization design. Second, in terms of assessment indicators, the assessment objectives are decomposed from financial, process, learning and other dimensions, and then the company, department and individual indicators are determined hierarchically, and the indicator weight is determined through the analytic hierarchy process. The third is the main body of the assessment. The original system is that the enterprise management department assesses all departments, and each director assesses employees. After optimization, a multi-level assessment method is adopted, and the performance assessment team composed of the general manager and the main heads of each department is responsible for it. Fourth, in terms of assessment communication, the original system lacks this content. After optimization, three phases of communication are added, namely, assessment indicator formulation, assessment, and result application. Fifth, the application of results. In the original system, the evaluation results are only used for the calculation of performance pay. After optimization, the results are used from three aspects: salary, training, job promotion and adjustment.

CONCLUSIONS

The research found that human resources are the core resources of enterprises and play a decisive role in the development of enterprises. The pursuit of effective management of human resources and maximizing the potential of human resources is an eternal topic of constant exploration in the management of enterprises. This paper studies the optimization of human resource management in BYD Company. The main research conclusions are as follows:

First, the existing human resource management system of BYD Company is not effective enough to achieve the due role or purpose of human resource management. The specific performance is the lack of job analysis basis and single means of personnel selection in recruitment, resulting in the mismatch between personnel and posts. Employee training lacks control over training needs, has no unified planning, and is disconnected from employee career; The indicators of performance appraisal are single, and the appraisal results are not conducive to application; In terms of salary, there is no rank division, no path for salary promotion, and the salary structure is chaotic. Second, the human resources management system of BYD Company needs to be optimized and adjusted again. First of all, the optimization strategy of human resources management should adhere to the SMART principle, that is, the optimization work should be specific, measurable, achievable, relevant and time bound. Secondly, the optimization strategy should aim at solving problems, upgrading human resource functions and integrating incentive factors into the system.

Specifically, it is necessary to formulate periodic human resource planning, ensure the pre emptiveness of human resource work, reflect the connection with enterprise goals, and organically integrate various functions of human resources; Then take corresponding strategies or measures to improve each functional module. In terms of recruitment, it is necessary to conduct job analysis again for relevant posts, establish competency models, enrich recruitment and selection methods, and introduce personality assessment; In terms of training, it is necessary to clearly divide the work responsibilities of relevant departments, conduct extensive demand research, and

formulate training plans based on this, improve the process management of training, unify the training plans with the career development of employees. In terms of performance assessment, it is necessary to introduce OKR performance assessment tools, formulate effective performance objectives, integrate incentive factors into the performance plans, and adopt scientific processes for performance assessment; Finally, in terms of salary management, it is necessary to establish a position salary system, maintain the dynamic adjustment of the salary system, adjust the salary structure of some posts, and adopt diversified salary payment methods. Only by doing a good job in the specific optimization of the above aspects can we ensure the effectiveness of human resource management and maximize the effectiveness of human development.

Third, the implementation of BYD's human resource management optimization strategy needs to take corresponding safeguard measures. First of all, in order to achieve the smooth implementation of the optimization work, a reform team including personnel at all levels of the company was established to divide responsibilities in detail; Secondly, reshape the human resources department from the organizational structure and functions; Since then, the timetable and specific optimization measures have been formulated to make the work detailed. Finally, requirements have been put forward on the system and corporate culture to consolidate the achievements of human resource management optimization.

There are some limitations in this study. For example, restricted by actual conditions, the research scheme design of this paper is only aimed at the specific situation of BYD Company, and cannot reflect the overall picture of the automobile industry, which makes the research results of this paper have certain limitations in the extension of practice; At the same time, BYD Company is a national automobile enterprise, and there are a few differences in the current situation of human resources in its branches in different regions, which leads to certain limitations in the pertinence of the optimization strategy. In the follow-up research, the following aspects will be further carried out:

First of all, the related theories and materials of human resource management are further studied in order to further enrich and improve the research results of this paper.

Secondly, further follow up the implementation of the human resources management optimization strategy of BYD Company, continue to understand the implementation of BYD Company after the implementation of the new plan, so as to provide reference for the further adjustment of the human resources management optimization strategy of BYD Company.

Finally, improve the pertinence, sort out and differentiate the current situation of the manpower of BYD's branches, more pertinently summarize the problems and propose corresponding optimization measures.

REFERENCES

1. Shi Shanjun. Research on the optimization of human resources structure of Y Company [D]. Nanjing University of Posts and Telecommunications, 2022:343-351.
2. Xu Xu. Research on the optimization of human resources management system of H Company [D]. Shandong University of Finance and Economics, 2022:276-283.
3. Wang Yu. Research on Human Resources Planning of J Company [D]. Jilin University, 2021:412-419.
4. Rachadatip Uppathampracha, Liu Guoxin. Impact of Engagement and Satisfaction of Employees on Organizational Innovation: The Moderating Role of Employee Commitment[A]. *Proceedings of the 17th International Conference on Innovation and Management[C]*. Chengdu University of Information Technology, China. 2020: Pp. 313-319.
5. LIU Ping, SUN Rongmei. A Cross-level Research on High-Performance Work System, Corporate Entrepreneurship and Employee Innovation Behavior[A]. *Construction Industry Committee, China-Asia Economic Development Association, Institute of Engineering Management, Beijing University of Civil Engineering and Architecture, Intelligent Construction and Automation of Construction Engineering, Engineering Research Center of Fujian Province University, Hubei Zhongke Institute of Geology and Environment Technology: Hubei Zhongke Geological and Environmental Technology Service Center*, 2020:1359-1367.
6. Xue Ping. Research on the optimization of human resource management system in the context of strategic transformation of Z Group [D]. Qingdao University, 2020:355-360.
7. Du Fei. Research on the innovation of compensation management in DT [D]. Guangxi University, 2020:503-507.
8. Huijin Li. Research on Humanized Management of Diversified and Compound Talents in Enterprise Human Resource Management[A]. Institute of

Management Science and Industrial Engineering.Proceedings of 2019 4th International Social Sciences and Education Conference(ISSEC 2019)[C].Institute of Management Science and Industrial Engineering, 2019: 700-702.

9. Chen Min. Research on employee outflow of W enterprises [D]. Yangzhou University, 2019: 322-326.

10. Wu Zhongyun. Human resource management problem analysis and implementation countermeasures of LS company [D]. Shandong University of Science and Technology, 2019: 564-569.

11. Dong Yafang. Research on the improvement of human resources training system of enterprise A [D]. Yunnan University of Finance and Economics, 2019: 279-283.

12. Jiahui Zhu. The Development Trend and Countermeasures of International Human Resource Management under the Economic New Normal[A]. Singapore Management and Sports Science Institute(Singapore), American Applied Sciences Research Institute(USA), Information Engineering Research Institute(USA).Proceedings of 2018 6th ICPESM International Conference on Educational Research,Leisure,Sport and Tourism(EIST 2018): Intelligent Information Technology Application Society, 2018:185-188.

13. Chen Kaijia, Chen Yun. The Impact of Inclusive Human Resource Practice on Performance: The Role of Emotional Exhaustion and Homesickness[A]. (Yamaguchi University, Japan) (Wuhan University of Technology, China). Proceedings of the 15th International Conference on Innovation and Management: School of Management, Wuhan University of Technology,2018:582-586.

14. Liu Dan. Research on the improvement of TL's human resources development system [D]. Northwest University, 2018:344-346.

15. Jiao Xuyang. Research on the improvement of performance management system of ZX Company [D]. Northwest University, 2018:411-414.

16. Qiulian Sun,Shengyan Yin. The Influence of E-Commerce Application on Enterprise Human Resource Management and Countermeasures[A]. Singapore Management and Sports Science Institute, Singapore, Information Engineering

Research Institute,USA.Proceedings of 2018 4th ICCE International Conference on Social Science(ICCE-ICSS 2018): Intelligent Information Technology Application Society, 2018:223-227.

17. Li An. Research on Human Resource Recruitment of T Enterprises [D]. Beijing Jiaotong University, 2018:323-325.

18. Liu Shuai. Research on Human Resources Planning of C Company [D]. Jilin University, 2018:310-314.

19. Hu Binjie Human resource allocation and management in enterprise multi-project management [D]. Southwest Jiaotong University, 2018.526-528.

20. Liu Tao. Research on the incentive mechanism of human resources management in Guangzhou A Enterprise [D]. Nanchang University, 2018:472-477.

21. Meng Zhai,Pu Li,Chengcheng Li. Status Analysis and Countermeasures of Human Resource Panning in Small and Medium-sized Enterprises[A]. Institute of Management Science and Industrial Engineering.Proceedings of 2018 4th International Conference on Education Technology,Management and Humanities Science (ETMHS 2018)[C]. 2018:445-448.

22. Guo Tiantian. Research on the impact of human resource structure optimization on enterprise performance [D]. Shandong University, 2017:610-613.

23. Cai Zhun. Research on human resources strategic planning of R company [D]. Shanghai Jiaotong University, 2017:522-525.

24. Zhang Hengjun. Research on the optimization of human resources training system of enterprise A [D]. Northwest Agricultural and Forestry University of Science and Technology, 2017:470-473.

25. Xiao Jie. A Review on Relationship Between Innovation-oriented Human Resource Management Practice, Ambidexterity Ability and Organizational Performance[A].(University of Wales Trinity Saint David, UK)(Wuhan University of Technology, China). Proceedings of the 14th International Conference on Innovation and Management[C].(University of Wales Trinity Saint David, UK): School of Management, Wuhan University of Technology,2017:285-288.

26. Li Shanshan. Research on factors affecting the effectiveness of social

network recruitment [D]. Nanjing Forestry University, 2017.

27. Lv Xinqing. Research on the development of human resources management in enterprises in the transition period [D]. Tianjin University, 2017:341-343.

28. XIN SU, HAO-LONG LIU. The Effects of Product Diversification on R&D Intensity in Emerging Economies: The Mediate Role of Slack Resources[A]. Proceedings of The 2nd Asia-Pacific Management and Engineering Conference (APME 2016)[C].Shanghai Xiaoyu Culture Communication Co., Ltd,2016:22-28.

29. Zu Weiming. Research on the optimization of the human resources information management system of the company [D]. Yunnan University, 2017.

30. Huang Mengdie. Research on Human Resources Management of Company A [D]. Central China Normal University, 2016: 79-83.

31. Ziyang Tang, Zhiqiang Wang, Xuefang Wei. Research of Human Resource Risk Warning Model of Dynamic Grey BP Neural Network based on Grey Relational Analysis Method[A]. Proceedings of 2016 2nd International Conference on Education Technology, Management and Humanities Science(ETMHS 2016)[C].International Society for Information and Engineering: 2016:478-482.

32. Yu Nan. The Research of Reform and Innovation of Tourism Enterprise Human Resources Management in Knowledge Economy[A]. Proceedings of 2016 2nd International Conference on Education Technology, Management and Humanities Science(ETMHS 2016)[C].International Society for Information and Engineering: 2016:329-332.

33. Long Yang. Analysed from the Point of View of Human Resource Management of Small and Medium-Sized Enterprise "Labor Shortage"[A]. Singapore Management and Sports Science Institute.Proceedings of 2015 4th International Conference on Physical Education and Society Management(ICPESM 2015 V47)[C].Singapore Management and Sports Science Institute: Intelligent Information Technology Application Society,2015:287-292.

34. Lu Hong. Research on Human Resource Management Optimization of T Company [D]. Nanchang University, 2015.

35. Ji Wei. ZDB Group Human Resources Planning Scheme Design [D].

Shandong University, 2015:316-322.

36. Wu Qian. Research on the optimal allocation of human resources of JG Company [D]. Yunnan University, 2015.

37. Ji Lei. B Research on the optimization of the company's human resources management model [D]. Shandong University, 2015:481-483.

38. Adel Mohamed Ali Shurbagi. The Effect of Organizational Culture on the Relationship between Job Satisfaction and Organizational Commitment[A]. International Institute of Science Engineering and Management 、 International Scientific Academy of Engineering and Technology. International Scientific Academy of Engineering and Technology (ISAET) Conference Proceeding[C]. International Institute of Science Engineering and Management、 International Scientific Academy of Engineering and Technology: International Scientific Academy of Engineering and Technology, 2015:53-59.

39. Anna. Comparative study on human resource management of software enterprises in China and Ukraine [D]. Zhejiang University of Technology, 2014:333-340.

40. Xu Yan. Research on the construction of enterprise human resource management evaluation system [D]. Anhui University, 2014.

41. Zhang Dingli Research on Human Resource Management Problems and Countermeasures of Company X [D]. Hebei University, 2014:67-71.

42. Liang Hua. Research on staff training management problems and countermeasures of LZ Company [D]. Fujian Normal University, 2014: 143-147.

43. Chen Fangling. Human resource management improvement strategy of SM company [D]. Chongqing University of Technology, 2014: 167-170.

44. Xin Zhu, Xianjun Yu. Analysis on the Utilization Efficiency of Human Resources in Guangxi Based on Data Envelopment Analysis Method[A]. Advanced Science and Industry Research Center. Proceedings of 2014 International Conference on Global Economy, Commerce and Service Science (GECSS 2014 V78)[C]. Advanced Science and Industry Research Center: Science and Engineering Research

Center,2014:321-324.

45. Yan Dakai Research on the construction of human resources training system in H enterprises [D]. Anhui University, 2013.

46. Nazim Ali. Effects of Employees' Empowerment on Employees' Commitment to Organization and Employees' Turnover Intention (An Empirical Evidence from Banking Industry of KPK, Pakistan)[A]. Planetary Scientific Research Center:Planetary Scientific Research Center,2013:89-91.

47. Zhang Dong. Research on Performance Evaluation System of Human Resources Management Department [D]. Nanjing University of Technology, 2013.

48. Zhang Deliang. Research on Talent Cultivation Model of Human Resource Management Major of Application-oriented Engineering Colleges[A]. IEEE Wuhan、Wuhan University,China、Nankai University,China.Proceedings of International Conference on Management and Service Science(MASS 2012) Vol4[C].IEEE Wuhan、Wuhan University,China、Nankai University,China:American Scientific Research Press,2012:17-20.

49. He Changsheng. Research on Human Resource Management Strategy of Volvo Car Finance (China) Co., Ltd. [D]. Beijing Jiaotong University, 2012:541-543.

50. Huang Li. Research on the Problems and Countermeasures of Human Resources Management in Group A [D]. Central China Normal University, 2012.45-48.

51. Zhu Xiaojuan. Research on Human Resource Management Strategy of JHDF Company [D]. Dalian Maritime University, 2012:451-453.

52. WWAN Sujeewa. Relationship between Human Resource Management Practices, Non-Managerial Employee Intention to Turnover in Garment Industry in Sri Lanka[A]. Planetary Scientific Research Center,2011:226-230.

53. Wu Lili,Li Junfu,Wang Lipin. Research on Relationship between Human Resource Management Practices and Organizational Performance[A]. Intelligent Information Technology Application Association.Future Wireless Networks and Information Systems Volume 2(ICFWI 2011 LNEE 144)[C].Intelligent Information

Technology Application Association: Intelligent Information Technology Application Society, 2011: 413-418.

54. Lian Shexia. Research on human resources strategic management of Company A [D]. Lanzhou University, 2011: 54-58.

55. Shahizan Hassan, Laith Ali Yousif AL-Hakim. The Relationships among Critical success factors of Knowledge Management, Innovation and Organizational Performance: A Conceptual Framework [A]. International Economics Development and Research Center (IEDRC). The Proceedings of 2011 International Conference on Management and Artificial Intelligence [C]. International Economics Development and Research Center (IEDRC): Chengdu Ya'ang Education Consulting Co., Ltd, 2011: 98-107.

56. Abbas Saghali, Shahryar Allahverdi. The intervening role of organizational dynamic routines: Absorptive capacity and knowledge management perspective [A]. International Economics Development and Research Center (IEDRC). The Proceedings of 2011 International Conference on Economics and Finance Research [C]. International Economics Development and Research Center (IEDRC): Chengdu Ya'ang Education Consulting Co., Ltd, 2011: 363-367.

57. Liu Ping. Research on the Innovation of Human Resource Management for Chinese Family Business Based on Sustainable Development [A]. (Wuhan University of Technology, China). Proceedings of the 7th International Conference on Innovation and Management [C]. (Wuhan University of Technology, China): School of Management, Wuhan University of Technology, 2010: 774-778.

58. Xu Jiewen. Research on optimized management of productive personnel in automobile manufacturing enterprises [D]. Nanchang University, 2010: 741-744.

59. Xu Sheng. Research on Human Resources Management Promoting Human Resources Capitalization [D]. Zhejiang University, 2010: 102-105.

60. Ouyang Qing. Research on Human Resources Management Countermeasures of H Company [D]. South China University of Technology, 2010: 657-659.

61. Jun-wu Ding Bin Wang School of Physical Education &

Sports, Huazhong Normal University, Wuhan, Hubei, 430079, China. On the Condition of the Research on Human Resources Management in Sports Organizations and the Construction of the Discipline[A] :Intelligent Information Technology Application Society, 2009:489-493.

62. Luo Na. Research on Angel's recruitment management strategy [D]. Tianjin University, 2008:47-53.

63. Zhang Ling. Research on Human Resource Value Evaluation [D]. Huazhong Agricultural University, 2006:342-346.

64. Gao Ni. On the Rise and Evolution of Human Resource Management [D]. Dalian University of Technology, 2006:531-533.

65. Li Jianhong. Y Company's human resources strategy [D]. Harbin Engineering University, 2005:78-81.

Appendix