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QUALIFICATION WORK

Education Degree - Master

on: **Improvement of the human resource management system of construction enterprises**

Completed: student of
073 «Management» (EP «Administrative Management»)

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TASK

on qualification work for student

Ren Li

1. Theme of Qualification work: **Improvement of the human resource management system of construction enterprises**

Supervisor Tetiana Kharchenko, PhD, Associate Professor

approved by the university from _____

2. Deadline for student completed project (work)

March, 08 2024

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 2020-2022

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

The analyze the actual problems of human resource management with the help of advanced theoretical knowledge and ideas of human resource management, and put forward corresponding optimization suggestions and measures, so as to clear the obstacles on the road of development for the company and achieve the company's long-term strategic goals and sustainable and healthy development.

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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	December 2022	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	December 2023	done
3	Preparation and presentation of draft of the first chapter of the thesis	January 2024	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	February 2024	done
5	Making the theoretical part of the thesis, summarizing the analytical part	February 2024	done
6	Design options improve the research problem	March 2024	done
7	Completion of the project part of the thesis, design chapters	March 2024	done
8	Previous work and its defense review	March 2024	done
9	Checking the authenticity of the thesis	March 2024	done
10	Deadline for student completed the thesis	March 2024	done
11	Defense of the thesis	March ,22 2024	done

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SUMMARY

Ren Li. Improvement of the human resource management system of construction enterprises.

Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2024 - Manuscript.

XX Real Estate Company is a high-quality real estate enterprise, since its establishment in 2002, the enterprise organization structure is basically clear, successfully developed a number of real estate, accumulated rich development experience, has a certain amount of land reserve. However, with the continuous introduction of relevant policies and the increasingly fierce competition in the industry, XX company has also exposed many contradictions and problems in human resource management, such as the imbalance of post structure, the lack of clear human resource planning, the lack of systematic recruitment mechanism, the imperfect salary and welfare system, the lack of comprehensive performance management, and the high talent turnover rate, which have become important factors restricting the development of the company.

By comparing the research results of scholars from various countries, this thesis analyzes the existing problems in human resource management of XX company through interviews with employees and managers of XX company and questionnaire survey, and uses the theories and methods of human resource development management to find out the causes of these problems. On this basis, corresponding solutions and optimization suggestions are put forward. At the same time, the implementation steps and safeguard measures of the optimization scheme are put forward. It is hoped that through the research of this thesis, the first is to enhance the awareness of the company management to the importance of human resource management, to promote the status and role of human resource management to a new height; The second is to clarify the development direction and way of the company's human resource management, improve the company's human resource management level, and provide a theoretical basis for consolidating the company's dominant position in the real estate industry. In addition, the results of human resource management optimization scheme obtained from this study also have certain reference value for other real estate companies.

Keywords: Real estate enterprise, Human resource management, Optimization plan

АНОТАЦІЯ

Чен Лі. Удосконалення системи управління персоналом будівельних підприємств.

Магістерська робота за спеціальністю 073 "Менеджмент", ОПП "Адміністративний менеджмент" СНАУ, Суми-2024 - Рукопис.

Досліджуване підприємство є одним із лідерів ринку нерухомості. З моменту свого заснування в 2002 році організаційна структура підприємства дозволила успішно функціонувати в сфері нерухомості, накопичити багатий досвід розвитку, сформувати певну кількість земельних запасів. Однак із постійним запровадженням відповідної політики та дедалі жорсткішою конкуренцією в галузі, діяльність підприємства зазнала багато змін, що призвело до появи низки проблем в управлінні людськими ресурсами, такими як незбалансована управлінська структура, відсутність чіткого планування людських ресурсів, відсутність систематичного механізму найму кадрів, недосконала система оплати праці та соціального забезпечення, відсутність комплексного управління продуктивністю та висока плинність кадрів, які стали важливими факторами, що стримують розвиток компанії.

Порівнюючи результати досліджень вчених з різних країн, в кваліфікаційній роботі досліджено існуючі проблеми в управлінні людськими ресурсами компанії шляхом інтерв'ю та анкетування з працівниками та менеджерами підприємства. Також використано теорії та методи управління розвитком людських ресурсів, що стали основою для формування причин цих проблем. Виходячи з отриманих результатів висунуто відповідні рішення та пропозиції щодо оптимізації. Водночас запропоновано до впровадження систему реалізації заходів захисту працівників в умовах оптимізації, котра, зокрема, дозволяє підвищити обізнаність керівництва компанії щодо важливості управління людськими ресурсами, підвищення статусу та ролі управління людськими ресурсами. Уточнено напрями розвитку та шляхи управління персоналом компанії, орієнтованими на покращення рівня управління персоналом компанії, забезпечення базису для закріплення домінуючої позиції компанії в галузі нерухомості. Крім того, отримані результати схеми оптимізації управління людськими ресурсами також мають певну еталонну цінність для інших компаній, що займаються нерухомістю.

Ключові слова: підприємство з нерухомості, управління персоналом, план оптимізації.

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INTRODUCTION

Relevance of the topic. Influenced by factors such as economic environment, national policies and local governments, China's real estate enterprises have undergone tremendous changes, gradually realizing the transformation from single operation to group company, from regional operation to national operation, and from Chinese characteristics to international leadership. With the development of the industry becoming more and more mature, the characteristics of the real estate industry such as large investment, high risk and long construction period put forward higher requirements for modern talents, so many high-end real estate companies began to change from labor-intensive to talent-intensive in order to achieve long-term and stable development of enterprises. From identifying talents, absorbing manpower to introducing talents, the development of human resource management in real estate enterprises seems to be on the right track.

The status and role of talents in enterprises are increasingly prominent, and managers are gradually aware of the truth that "those who get talents, get the world". The competition of enterprises in this century and even in the future is inseparable from the competition among talents. Enterprises should start from their own advantageous fields, focus on their core competitiveness, constantly improve the human resource management system, accelerate the digital transformation of human resource information, and cope with the new opportunities and challenges brought by the new period and new stage. "Real estate + talent" will perfectly explain what is win-win, so enterprises must attach importance to talents, grasp each talent with unlimited potential, to motivate them, fight side by side with them, and create greater value for the enterprise, which is the current real estate enterprises must think deeply. In the years from 2019 to 2022, the world was hit by the COVID-19 pandemic, and the situation at home and abroad was complicated, but the performance of China's real estate market was stable. China's current construction total of more than 40 billion square meters, the prospect of the real estate market is promising, economic macro-control is widespread in the real estate market, the original single project of small real

estate enterprises more difficult to go, and large-scale multi-project enterprises generally have management problems.

The purpose and objectives of the study. The purpose of study is analyzing the actual problems of human resource management with the help of advanced theoretical knowledge and ideas of human resource management, and put forward corresponding optimization suggestions and measures, so as to clear the obstacles on the road of development for the company and achieve the company's long-term strategic goals and sustainable and healthy development.

The object of study is the impact of human resource to the sustainable development of the enterprise and the long-term stability.

The subject of research is the system of human resources of XX Real Estate Company.

Research methods: Human resources refer to the knowledge and physical strength derived from human beings themselves. In the modern economic management system, human resource management is interpreted as "a general term for the development, allocation, organization, supervision, regulation and protection of human resources carried out by an organization." Human resource management refers to the effective management and reasonable allocation of relevant human resources through the management forms of "selection, use, education and retention" under the guidance of economics, management and ethics, so as to meet the needs of organizational development. In other words, "Human resource management is the effective management of people at work, specializing in issues related to employees."

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.

Scientific novelty of the results. The concept and characteristics of the human resource is the core resource of the enterprise, which is related to the sustainable development of the enterprise and the long-term stability of the country and society. From the perspective of economics, resources refer to the objective existing things that

can bring new use value and value to people, and are all elements that are put into the production process in order to create material wealth.

The practical significance of the results is a basis for further research on the theory, methods and practice of human resource management refers to the effective management and reasonable allocation of relevant human resources through the management forms of "selection, use, education and retention" under the guidance of economics, management.

Personal Achievements:

1 Ren Li IMPROVING OF THE XX REAL ESTATE COMPANYS HUMAN RESOURCE MANAGEMENT SYSTEM. Матеріали науково-практичної конференції викладачів, аспірантів та студентів Сумського НАУ (25-28 квітня 2023 р.). Суми, 2023. С. 377.

2 Kharchenko T.O., Ren Li REAL ESTATE ENTERPRISE HUMAN RESOURCE MANAGEMENT STRATEGY. Modern aspects of modernization of science: status, problems, development trends. Materials of the 35th International Scientific and Practical Conference August 8, 2023, Istanbul (Turkey). С. 201-204.

The structure and scope of work. Qualification work consists of an introduction, three chapters, conclusions and suggestions, a list of references, which consists of 36 titles. The main text is placed on 58 pages of computer text, the work contains 13 tables, 9 figures.

CHAPTER 1.

THEORETICAL BASIS OF HUMAN RESOURCE MANAGEMENT

At present, scholars from various countries have conducted comprehensive and systematic research and interpretation of HRM theories, and Chinese real estate companies have also accumulated certain theoretical experience and practical basis for it. However, in general, the research on HRM in China started late, developed slowly, and there are still problems such as imperfect system and inadequate management. Through the combing and research of human resource management of XX real estate company, the article supplements and improves the existing human resource management theory of XX real estate company.

Based on human capital theory, equity theory, hierarchy of needs theory and other theories, this thesis takes XX Real Estate Company as the research object, collects data through investigation and research, and analyzes the basic situation of human resource planning, recruitment and allocation, salary system, training and development, performance management and other aspects of the company. Expose the outstanding problems existing in the company's existing human resource management system, find out the causes of errors, correct the symptoms, and put forward corresponding optimization suggestions and improvement measures. It is hoped that with the efforts of this thesis, the management level of XX Real Estate Company can be greatly improved, the guarantee role of human resource management system can be fully played, the company can rationally mobilize and allocate internal resources, stimulate the initiative, creativity and enthusiasm of employees, constantly refresh the historical performance, and maintain the company's leading position in the local real estate industry. And provide reference for similar companies.

Since the 1970s, scholars from various countries have conducted extensive and in-depth research on the problems and difficulties of human resource management in real estate enterprises. Some scholars put forward macro suggestions on the common problems existing in human resource management of real estate enterprises. Another part of scholars discussed from a micro perspective, subdivided enterprise human

resource management into six parts: human resource planning, recruitment and allocation, training and development, performance management, salary and welfare management and labor relations management, studied the application of these parts in different types of real estate enterprises, and proposed relatively specific solutions.

Macro human resource management pays attention to the long-term development of enterprises and the completion of strategic objectives, and carries out the overall planning and arrangement of enterprise human resource management from the organizational level, in order to point out the direction for the healthy and sustainable development of enterprises. Martin & Black (2006) elaborated the applicability of various management tools in enterprise human resource management. Its human resource management focuses more on the scientific selection and employment mechanism, the depth of corporate culture, the loyalty of employees to the enterprise and the rationality of the salary and performance system, all of which may become the key factors determining the success or failure of the enterprise. Phillips & Roper (2009) clarified the overall framework of enterprise human resource management and believed that real estate enterprises should attach importance to the comprehensive quality of employees, strive to improve their internal cultivation and external performance, enrich training content, innovate training methods, and implement appropriate incentive systems. The synergy of material incentive and spiritual incentive, individual incentive and collective incentive enhances the desire of employees to pursue learning and work, and promotes the virtuous cycle and sustainable development of enterprises. Lin P (2021) analyzed strategic human resource management and international human resource management as the main fields of human resource management from a macro perspective, and analyzed the evaluation of human resource management benefits and the specific functions of human resource management from a micro perspective. Liu, Zj (2020) believes that the improvement of enterprise performance is closely related to strategic human resource management. In the digital era, enterprises must break through the traditional concept and mode of human resource management, make full use of computer technology, accelerate innovation-driven, and build information, digital and intelligent human resource management. Chen, Y (2019) believes that information should be integrated into the

planning, decision-making, implementation and feedback of human resource management, and an efficient and comprehensive information platform should be built to improve the efficiency of income generation of enterprises. Ma, Sh (2020) believes that the long-term development of enterprises needs to integrate fine management with big data, refine each link and process to better realize the value of human resource management based on the strategic goals of enterprises.

With the continuous development of human resource management theory, the theory has become more mature, so in recent years, western scholars have strengthened the research on the application of human resource management. Bauer Wilhelm et al. (2014) believe that the manufacturing market fluctuates greatly and the delivery time is short. Therefore, manufacturing enterprises need to improve the overall flexibility and adaptability of the organization and implement flexible overall planning for human resources. Milena et al. (2015) studied the impact of human resource management on supply chain management of real estate enterprises based on structural equation model, and believed that such impact would play a positive role in customer satisfaction and organizational performance. Mirta Diaz-Fernandez et al. (2015) conducted a multi-faceted investigation on the role of human resource management in the innovation of real estate enterprises, and found that there was a significant positive correlation between full-time employees and innovation. Pelin Vadarher (2016) focused on the study of strategic human resource management in critical periods, believing that human resource department is the most effective assistant to the top management in crisis times, and human resource management plays a pivotal role in crisis management stages to ensure business continuity and stability. Cemal Zehir et al. (2016) believe that if real estate enterprises pursue entrepreneurial-oriented goals, strategic human resource management will automatically provide necessary human capital, adequate training, and competitive compensation and reward system to achieve the company's long-term goals and strategies. Song, Lp(2014), Guo, Aq (2015) and Yan, Yj (2017) believe that enterprises should first change the concept and attitude of training, and realize that training is the driving force for the survival and development of enterprises. According to the needs of employees, all employees should participate in training, and different training contents and methods should be adopted for employees in different

positions. Wan, Jt (2016) focuses on the performance management of real estate companies, uses the Balanced scorecard to measure the consistency of financial and non-financial indicators, and focuses on the unity of stakeholders and corporate strategic objectives. Zhao, Ch (2016) designed various performance appraisal indicators. The first-level indicators mainly include the ability to adapt to changes, the ability to learn independently, the ability to innovate and create, the ability to predict the future, the ability to adjust and adapt, and the ability to withstand pressure. The first-level indicators are also designed to expand and supplement the subdivided second-level indicators. Xie, Zw (2018) believes that the smallest operating cell of a real estate enterprise is not a position, but a team. Set up a reasonable performance appraisal system and staff promotion system, give full play to the collective power, constantly improve the staff's sense of responsibility, self-efficacy and the overall sense of service, and provide guarantee measures for the effective implementation of all programs.

From personnel management to today's human resources, European and American scholars have studied human resource management earlier than Chinese scholars, and are ahead of China in terms of maturity and advanced nature. Many real estate enterprises generally have defects in staff recruitment, salary management, performance appraisal and so on.

This thesis first describes the research background and significance of human resource management, and clarifies and comments on the literature of some scholars in various countries. Secondly, it defines and summarizes the related concepts and basic theories of human resource management, then analyzes the current situation and existing problems of human resource management of XX Real estate Company, proposes solutions to the problems, and corrects and improves its human resource planning, recruitment and allocation, salary system, training and development, and performance management. Then, in order to further optimize the human resources management of XX real estate company, it puts forward specific improvement countermeasures and safeguard measures. Finally, it analyzes and states the difficulties encountered in the research implementation process, the possible shortcomings or defects of the article itself and the innovation points.

As the name implies, real estate companies refer to real estate design and development, operation and management, leasing services, etc., from these economic activities to earn profits and independent accounting enterprises, with the following three characteristics: 1) fixed business objects. Companies that are active in this field and whose business scope involves real estate are all operating in real estate and have the characteristics of fixed location and immobility. 2) The service nature of the business. In the process of carrying out business activities of real estate enterprises, related activities such as land expropriation, demolition, transfer and sale, or house rental and sale, mortgage repayment, will inevitably involve negotiations, consultations, planning and other legal matters. 3) The aggregation of talents and funds. In the process of operation, real estate enterprises cannot do without professional talents and sufficient financial support. Each project they operate covers a large amount of information and requires a large amount of working capital turnover, which is a capital-intensive enterprise. At the same time, the business scope of real estate companies involves civil construction engineering, law, finance, accounting, and other aspects, which requires a large number of talents with solid professional knowledge. The successful operation of real estate development companies often depends on the coordination and cooperation of talents with various professional knowledge, which is a talent-intensive enterprise.

Peter Ferdinand Drucker, the originator of modern management, put forward and defined the important concept of "human resources" in 1954. Human resources refers to the total labor capacity of people within a certain range, or the sum of intellectual labor and physical labor that can promote the development of the whole economy and society. With the continuous development of human resource theory, a more systematic and complete human resource management theory has gradually formed, which has been widely accepted and recognized by the vast majority of enterprises in practice, and has matured in the 1980s, gradually replacing the position of personnel management in enterprise management.

Human resource management refers to the reasonable allocation of the human resources mastered by the enterprise to each operation link of the enterprise under the premise of conforming to the development strategy of the enterprise, which includes

six parts: employee recruitment, training, use, assessment, incentive, and adjustment. To achieve the purpose of giving full play to the initiative of employees, stimulating the potential of employees, enhancing the value of enterprises, bringing the inflow of economic benefits of enterprises, and ensuring the realization of the strategic objectives of enterprises. From each link to the implementation process, it constitutes the circular system of enterprise human resource management. These processes mainly cover employee recruitment and employment, human resources planning and management, training management, employee labor contract and social security management, salary approval and adjustment, performance appraisal management, employee internal transfer, employee satisfaction survey management, employee career planning management, employee dismissal management, etc. Human resource management is the process of using scientific methods to coordinate and deal with the relationship between people and things, and rationally deploy the limited human resources mastered by enterprises to serve the strategic goals of enterprises by exerting the subjective initiative of people.

Equity theory means "not taking sides and equal rights and responsibilities of each party". Equity theory in economics refers to the fair distribution of economic results. No matter what kind of distribution system or management mode can achieve absolute equity, it is necessary to ensure that the gap between members of society will not be too great, resulting in people's sense of injustice. With the deepening of the research on psychology and social behavior, Western scholars have made a relatively comprehensive elaboration and definition of equity, especially the Equity theory, proposed by American psychologist J.S.Adams at the end of the 20th century, which mainly includes three aspects: the fairness and rationality of employee pay distribution and the enthusiasm of employees. Equity theory points out that employees' satisfaction with income will affect their work enthusiasm; Employees not only care about their absolute income, but also pay more attention to relative income, that is, the fairness of compensation distribution in the enterprise. Employees compare their own labor and income with that of employees in similar positions vertically, and also compare their current labor and income with that of the past. If the employee finds that his income is slightly higher than that of employees in similar positions, or the current income level

is not much different from the past income level, the employee will feel fair and satisfied, and he may keep the current work status or even actively work. On the contrary, if an employee finds that his or her income differs greatly from that of other employees, or that the current income level is inconsistent with the previous income level, it will cause dissatisfaction among employees, and he or she may sabotage work, create public opinion and even quit. The views put forward by the equity theory are of great significance to the construction of modern compensation system, which encourages employees to work hard with enthusiasm and make unremitting efforts to achieve the common goals of the organization.

The Key performance indicator method, also known as the KPI method, was proposed by D.R.Daniel. It is an important part and one of the common methods of performance management, which divides the strategic objectives of an enterprise into departments and individuals at various levels and evaluates the work performance achieved by departments and individuals through quantitative management indicators. It has the function of accurately evaluating performance and clarifying behavior orientation. KPI method has several significant features. First, it is systematic. By breaking down strategic objectives, KPI method refines the overall and long-term corporate strategic objectives into measurable and specific job objectives, which are adjusted as the company's strategic objectives change. The second is controllability. The KPI method excludes uncontrollable factors, measures directly controllable results, avoids other environmental or redundant factors from affecting performance results, and makes job performance better match performance objectives. Third, it is critical. KPI method mainly evaluates the work that plays an important role in the company's strategic goals and captures the main contradictions. The fourth is reasonable. KPI method is the result of full participation and joint discussion. It is neither compulsory nor free, and it is a method and system formulated by consensus and comprehensive consideration at the level of the company.

The determination of key performance indicators should follow the SMART principle. S is specific, which means that each indicator in the performance appraisal must be clear and accurate, and should not be vague or general. M is measurable, meaning that the performance indicator data or related information can be easily

obtained and read; A is attainable, which means that the performance indicators can be achieved with the hard work of the employees; R is realistic, which means that the performance indicators are closely combined with the company's strategic objectives, and the sub-objectives of various departments and employees, and have a considerable correlation to ensure the effective formulation of objectives. T is the time-bound, emphasizing the completion period of performance indicators, and cannot be timed out.

KPI method combines organizational interests and individual interests to reach a consensus and form a "win-win" situation. Through the hierarchical decomposition of strategic goals, employees can better control and coordinate their behaviors, shift the focus of employees' attention to how to achieve corporate strategic goals through their own activities, and promote communication and exchange between departments. Stimulate the subjective initiative and work enthusiasm of employees, effectively improve the operation efficiency and work progress of the enterprise, timely discover, diagnose and correct major problems in the management process, and move forward to complete the strategic goals of the enterprise.

In 1943, Abraham Maslow proposed that human behavior is based on satisfying certain degree of needs. He divided human needs from low to high into five levels: physiological needs, security needs, belongingness and love needs, respect needs and self-actualization needs. Although the needs of these five levels do not appear in complete sequence, enterprises can take corresponding incentive measures according to this law to stimulate the enthusiasm of employees and meet the needs. For employees of enterprises, the first is to meet the physiological needs, that is, food, water, sleep and other needs, they are the basic conditions for people to survive, you can appropriately increase wages, improve welfare benefits, so that employees have time to fully rest. After eating and drinking enough, there is a second need to make security needs, that is, stability, protection, exemption from anxiety and panic, etc., enterprises should improve the insurance system to protect employees from unemployment. The third is the need for belonging and love. People are eager to establish contact with others and make friends. Harmonious interpersonal relationships bring happiness and a sense of belonging to people. The fourth is the need for respect, that is, self-esteem and respect, which makes people believe in their own ability and value, and can bring greater

creativity, recognition, praise, encouragement, awarding honorary certificates and other ways to encourage employees to work harder. The last one is the need for self-realization, people pursue to constantly improve themselves, beyond themselves, so as to better devote themselves to work.

The original five-stage model has now been expanded to eight stages, adding cognitive needs, aesthetic needs and transcendental needs. The first five needs are innate, the last three can change according to changes in external conditions, and only when the lower needs are fully satisfied will the higher needs be caused. On the basis of fully understanding the needs of employees, managers need to use the theory of hierarchy of needs to motivate them appropriately, and take various ways to encourage employees scientifically and reasonably in different periods and situations.

CHAPTER 2

XX REAL ESTATE COMPANY HUMAN RESOURCE MANAGEMENT PROBLEMS AND REASONS

2.1 Overview and Research of real estate companies

The XX real estate company was established in September 2002, is now a national first-class qualification of real estate development enterprises, registered capital of 135 million RMB, mainly engaged in real estate development, housing leasing and other businesses. Since its establishment, XX real estate company has developed several well-known real estates, product lines covering high-quality residential, high-end apartments, office buildings, hotels, commercial streets, villas and other forms, with a total development and construction area of 10 million square meters. With its professional ability, high-quality products and good reputation, XX real estate company has won many honors such as "Honest and trustworthy Enterprise in the real estate industry of ** Province", "Advanced Unit in Real Estate Development", "Top Ten Enterprises in the development strength of ** Province". Currently, the projects under development or to be developed cover a total area of more than 2 million square meters.

The development of XX real estate company can be roughly divided into four stages, namely, the initial stage from 2002 to 2005, the development stage from 2005 to 2010, the growth stage from 2010 to 2015, and the take-off stage from 2015 to 2020. Since its birth in 2002, XX real estate company has developed commercial street projects, comprehensive market projects and residential projects successively. As A new force involved in the real estate field, XX real estate company has obtained real returns for the company with a high sense of responsibility and hard work spirit, and XX real estate company has been able to get a smooth start. After 2012, XX real estate company was promoted to the national first-class qualification real estate development enterprise, and successfully passed the SO9001&14001 quality and environmental management dual system certification.

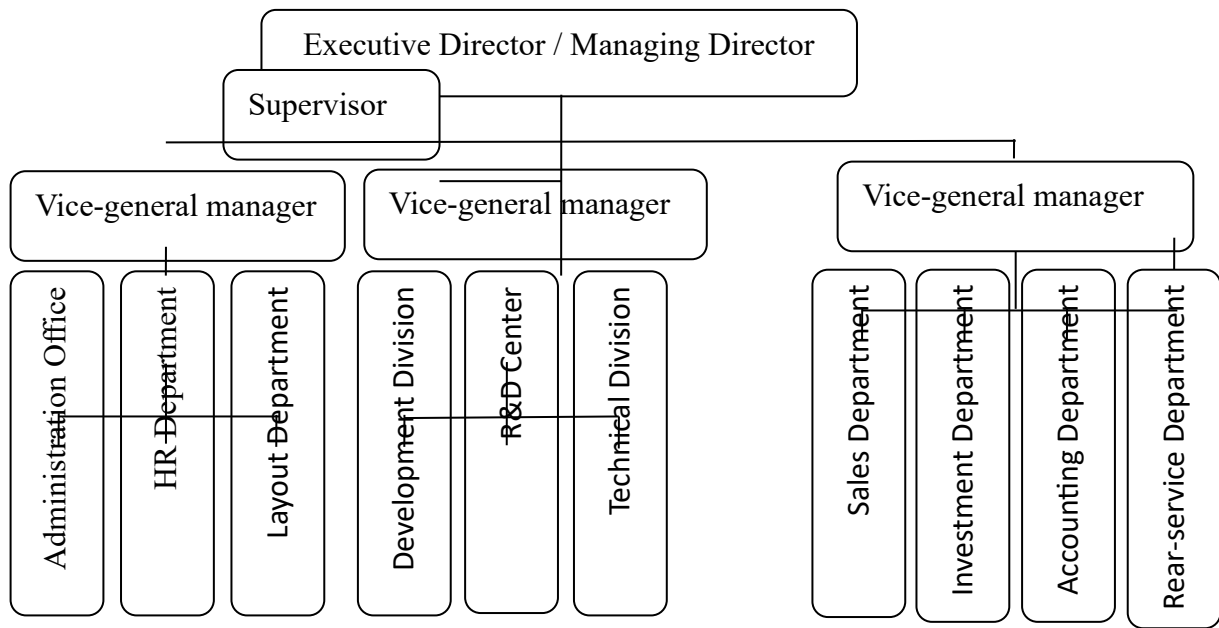


Figure 2.1- Organizational structure of XX real estate company

Source: [15]

As shown in Figure 2.1, XX real estate company now has more than ten departments. The general responsibilities of each functional department are shown in Table 2.1.

Table 2.1- Main functions of each department in XX real estate company

Groups	Main Function
Administration Office	Administrative affairs, Secretarial work, Logistics support
HR Department	Recruitment, Compensation, Training, Performance appraisal, Employee
Layout Department	Project planning, Event planning, Company promotion
Development Division	Technology introduction, Technology promotion, Technology guidance
R&D Center	Market analysis, Product development, Material innovation
Technical Division	Improve and optimize existing products, Technical support
Cost control department	Cost control, Cost process supervision
Engineering Department	Project initiation, Quality cost, Safety management
Marketing Department	Marketing planning, Real estate sales, Market expansion
Investment Department	Company investment and development plan
Accounting Department	Financial budget formulation, Project investment, Investment promotion
Rear-service Department	Enterprise asset operation management, Asset accounting

Source: [15]

In order to get a preliminary understanding of the current situation and problems of human resources allocation in XX real estate company, we invited middle, senior and grass-roots managers to participate in the interview, including the company's employee structure, employee recruitment, employee training mechanism implementation, performance appraisal method, salary and benefits. Now the interview content is refined and sorted out, and the following content related to human resource management of the XX real estate company is obtained.

At present, the employees of XX Real estate Company are unreasonable in terms of age structure, job structure and educational background structure. Senior managers have a large management range, heavy burden, and a bloated organization. It is understood that the recruitment system and performance appraisal system of XX real estate company are not perfect, and the subjective impact of the recruitment process and performance appraisal process is greater. As for salary incentive, XX real estate company lacks diversified incentive means and only relies on basic salary, performance salary and some irregular rewards to motivate employees. In general, XX Real Estate Company has many problems in human resource management, among which, in terms of performance salary, managers at all levels respond to big problems, so the interview content is mainly sorted out, and the results are as follows:

Senior managers believe that at present, the goals of each department are formulated according to the annual task plan, while the control of market fluctuations is ignored, the formulation of strategies is not scientific enough, and the setting of work effectiveness is wrong, resulting in the work process cannot be completed in accordance with the normal schedule. In addition, the performance pay management does not play a sufficient role in motivating employees and does not bring actual income to the company.

Middle managers believe that: in terms of performance assessment, the general assessment indicators, such as sales, cost, etc., are not further detailed in the implementation process, so the assessment is not well-targeted and the assessment results are not convincing. If employees are not satisfied with the assessment results, there is no feedback channel, resulting in many employees being dissatisfied with the assessment department. The final evaluation results are not accurate enough, nor can

they truly distinguish the performance level and work level of employees.

Grass-roots managers believe that the company needs to publicize the company's development strategy and institutional planning from time to time, so that every employee can understand the development trend of the company and be able to link their position with the overall development of the company. Employees should be clear about the requirements of the company's system, understand their specific job responsibilities and codes of conduct. At present, the company has not established an effective feedback mechanism, and there is a lack of communication channels such as work feedback and opinions.

In order to further understand the problems existing in human resource management of XX Real Estate Company, we compiled a questionnaire and distributed it to all employees of XX Real Estate Company, including senior managers. A total of 350 questionnaires were issued, 292 questionnaires were recovered, and 4 invalid questionnaires such as insufficient answers, missed answers and random answers were excluded. There were 288 valid questionnaires. Include six aspects: basic situation of employees, human resource planning, recruitment and allocation, salary system, training and development, and performance management.

According to the basic information of the survey, there are 181 male employees in this survey, accounting for 62.85%, and 107 female employees, accounting for 37.15%. There are 143 employees aged 18-30, accounting for the largest proportion, 49.65%; There are 92 employees aged 31-40, accounting for 31.94%; There are 35 employees between 41 and 50 years old, accounting for 12.15%; Employees aged 50 and above accounted for the least, with only 18 employees, accounting for 6.25%.

In terms of academic qualifications, the proportion of the surveyed employees with bachelor's degree is the largest, 54.86%, followed by junior college, accounting for 31.60%, secondary school and below employees accounted for 6.96%, master's degree and above employees accounted for the least, only 6.60%. There are 93 employees with working experience of one year or less, accounting for 32.29%. Most employees have working experience of 1-5 years in XX real estate company, accounting for 42.01%, and working experience of more than 5 years accounts for 25.69%.

Table 2.2- Basic information statistics of respondents of XX Real Estate Company

Question	Type	Count	Percentage	Question	Type	Count	Percentage
Gender	Male	181	62.85%	Department	Marketing Department	49	17.01%
	Female	107	37.15%		Layout Department	30	10.42%
Age	18-30	143	49.65%		Development Division	30	10.42%
	31-40	92	31.94%		Administration Office	35	12.15%
	41-50	35	12.15%		HR Department	30	10.42%
	>50	18	6.25%		Technical Division	40	13.89%
Education	Middle school	9	3.13%		Accounting Department	12	4.17%
	High school	11	3.82%		R&D Center	10	3.47%
	University College	249	86.46%		Cost control Department	9	3.13%
	Master/ Ph.D.	19	6.60%		Rear-service Department	8	2.78%
Working Seniority	Less than 1 year	93	32.29%		Engineering Department	25	8.68%
	1-5 years	121	42.01%		Investment Department	10	3.47%
	More than 5 years	74	25.69%	Degree of importance of human resource management	Very important	39	13.54%
Hierarchy	Decision-making Layer	32	11.11%		Important	51	17.71%
	Management Layer	35	12.15%		Comparatively important	82	28.47%
	Executive Layer	108	37.50%		Unimportance	87	30.21%
	Operational Layer	113	39.24%		Unknow	29	10.07%

Source: [15]

In terms of personnel allocation among departments, the sales department has

the largest number of personnel, accounting for 17.01%, while the planning Department, development Department, office, Human Resources Department, technology department, engineering management Department accounts for about 10%, and the financial audit Department, research and development center, cost control department, asset management Department and Investment development Department account for about 3%. The proportion of employees at management level and above is about 20%.

2.2 Problems in human resource management of XX Real Estate Company

1) The proportion of posts is unscientific; the responsibilities and rights don't match.

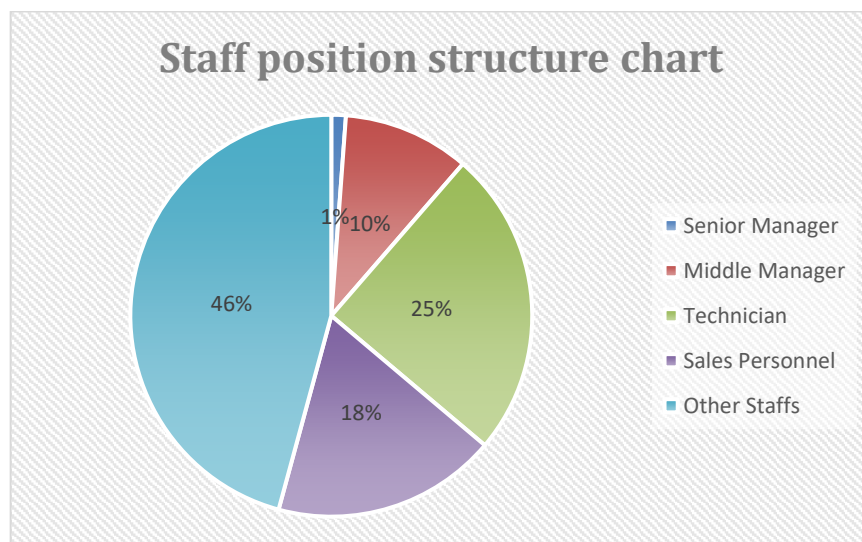


Figure 2.2 - Staff structure chart of XX Real Estate Company

Source: [15]

At present, XX Real Estate Company has a total of 343 employees, as shown in Figure 2.2. The current organizational structure of XX real estate company has three levels, with fewer senior managers and more middle managers. Therefore, the management range of senior managers is relatively large, and there is still a phenomenon of one person dominating and excessive centralization, which brings a lot of pressure to senior management. The general manager has to make decisions on almost everything, the organizational execution is low, and the functions of various departments are not effectively played. In addition, XX real estate company has many functional departments, and some functional agencies have similar responsibilities and

overlapping work.

According to the survey, 59.18% of employees think they are not qualified for their current positions. Most employees think their jobs are too stressful and cumbersome. Combined with the organization of XX Real estate Company, we can see that the company has a large number of departments, and some departments have overlapping phenomena. Some functions of these organizations are very similar, and there may be duplication of work or mutual buck-passing, and the post structure is very unreasonable.

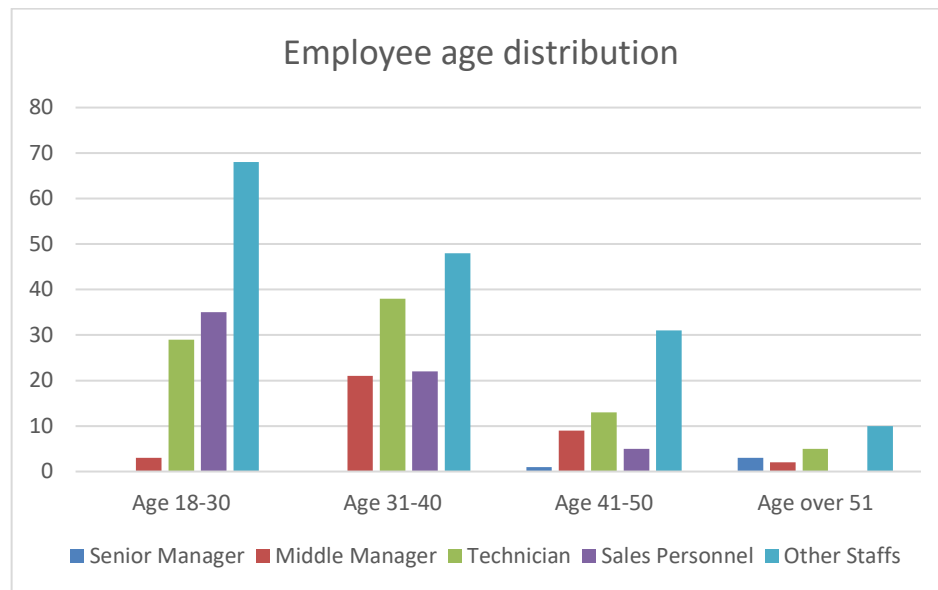


Figure 2.3- Age distribution of employees in XX Real Estate Company

Source: [15]

Figure 2.3 shows the age structure of employees in XX Real Estate Company. From the perspective of age structure, the senior managers of XX real estate company are older, and there are no senior managers under 30 years old. The middle managers are mainly between 31-50 years old, and the vast majority of marketing consultants are young people under 40 years old, and the marketing consultants between 18-30 years old account for the largest proportion, and there are no marketing consultants over 50 years old. This structure is in line with the characteristics and requirements of marketing consultants in the real estate industry, because real estate marketing needs young people full of vigor and vitality. Technical personnel in 18-30 years old, 31-40 years old, 41-50 years old distribution is more evenly. Among other employees, the number of young people between the ages of 18-30 is the largest, and the number shows

a decreasing trend as the age increases. If the experienced old technical personnel retire, it will not be conducive to the development of the enterprise.

3) The level of education is low.

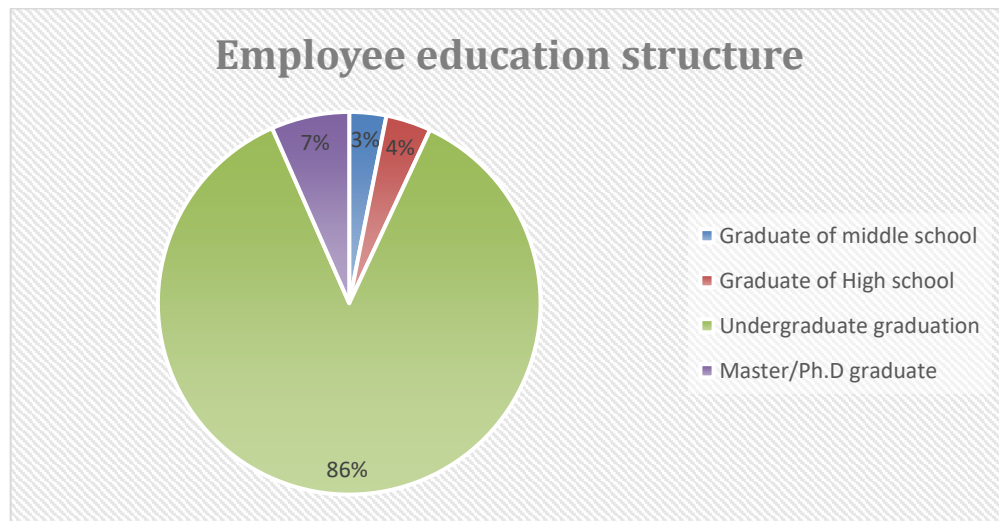


Figure 2.4- Education structure of XX Real Estate Company

Source: [15]

As can be seen from Figure 2.4, in XX real estate company, the employees with bachelor's degree or college degree account for the largest proportion, accounting for 86.46%, and the employees with junior high school or below account for the least. The proportion of employees with master's degree or above is only 6.60%, and the proportion of highly educated talents among employees of XX Real estate company is low, which will hinder the innovation and development of the company.

4) Lack of understanding of human resource planning

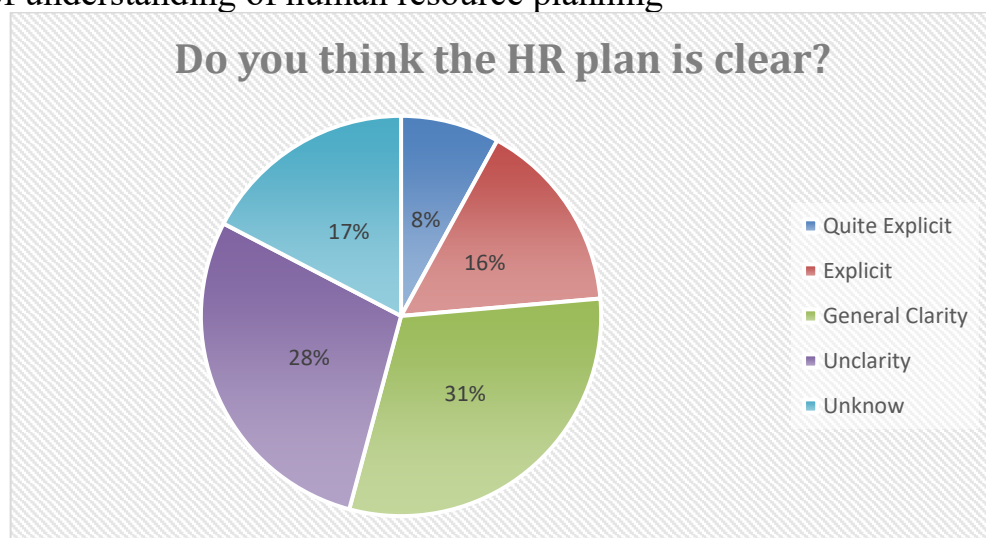


Figure 2.5- Statistics of human resource planning problem 1

Source: [15]

The survey results show that only 23.61% of the employees who answered the question about the clarity of the company's human resource planning think that the plan is clear and definite, as shown in Figure 2.5. It shows that the human resources department of XX Real estate company did not have enough understanding of the company's development strategy and strategic objectives when formulating the human resources planning, which makes the human resources planning unclear and the direction unclear, and human resources management becomes a step by step, lacking direction and purpose.

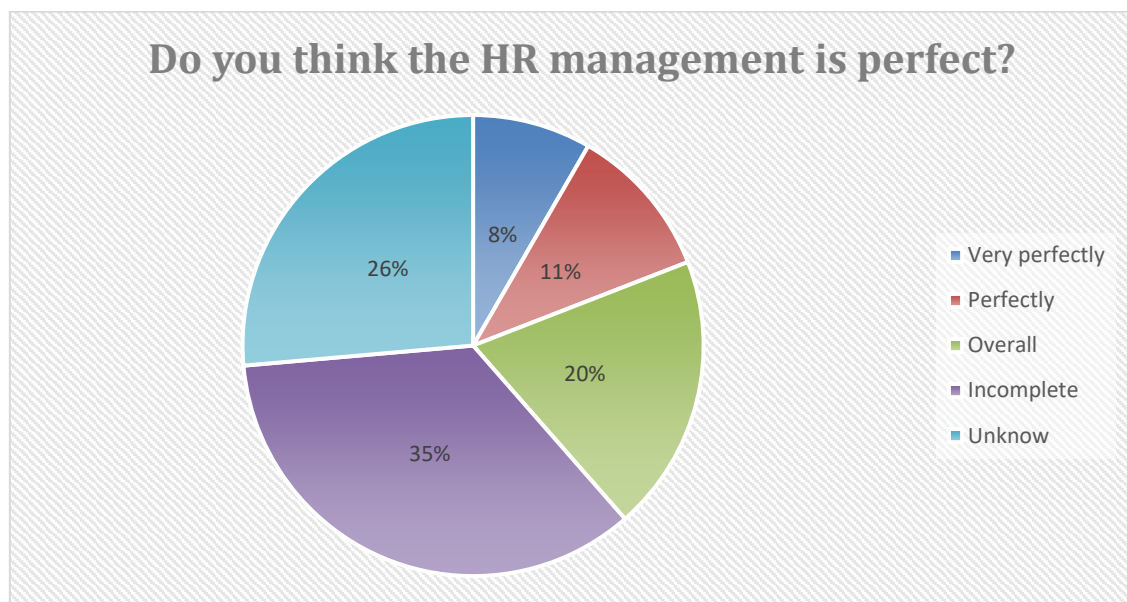


Figure 2.6- Statistical results of human resource planning problem 2

Source: [15]

As shown in Figure 2.6, it can be seen from the survey that the human resource planning of XX real estate company lacks systematicness. When the human resources department of XX Real Estate Company makes human resources planning, most employees cannot perceive the relationship between their work content and the company's strategic deployment, resulting in disconnection of work, which greatly reduces employees' sense of work existence and achievement.

At this stage, the recruitment work of XX Real Estate Company is all in charge of the deputy general manager of the human resources Department. It adopts the form of current recruitment, mainly external recruitment, with few recruitment channels and no special recruitment system and recruitment process. Usually, the human resources department makes a rough human resources planning. When there are job vacancies or

urgent manpower in each department, the head of each department will submit the required job requirements to the deputy general manager for approval. After the approval, the deputy general manager will notify the human resources department to publish recruitment information through the Internet and leaflets and arrange interviews. For candidates, resume screening and preliminary interview are completed by the human resources department. The main assessment is the applicant's educational level, relevant professional certificates, professional ability and communication and coordination ability. The final round of interview will be jointly interviewed by the deputy general manager and the head of the department of the required personnel and make decide after consultation. For middle and senior managers, they are mainly selected from within the company or appointed by the chairman of the board.

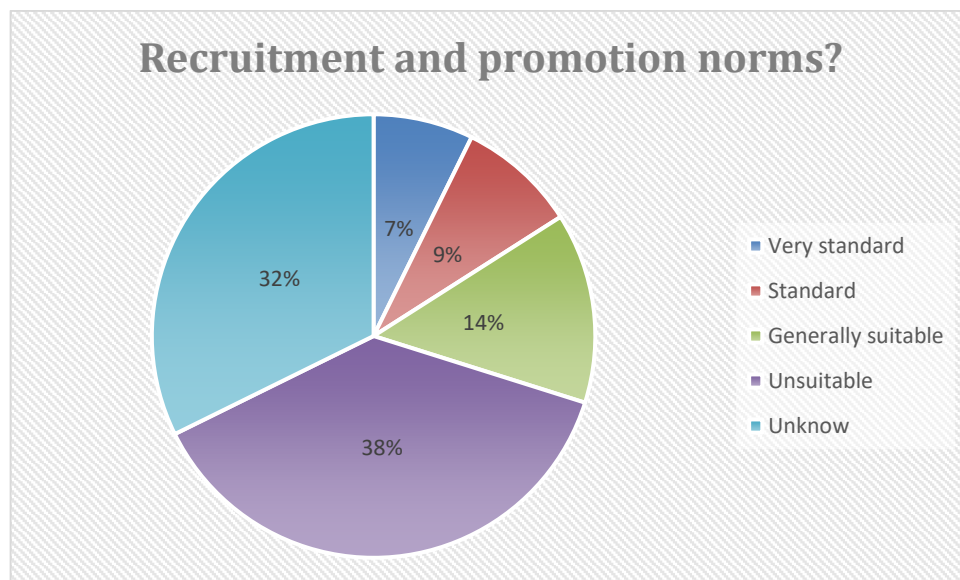


Figure 2.7- Statistical results of recruitment and job promotion question 1

Source: [15]

According to the results of the questionnaire survey, 37.85% of employees believe that the company's recruitment process and promotion procedures are not standardized, accounting for the highest proportion of all options, followed by the unknown, accounting for 32.29%, as shown in Figure 2.7. According to the interview content, the recruitment process is relatively casual, and the selection of resumes is greatly influenced by subjective factors. Employees have a low understanding of the company's career plan, and the proportion of employees who are not clear and do not know is 37.85% and 32.29%.

At present, XX Real estate Company adopts the position-based salary system according to the different positions and nature of employees. Members above the deputy general manager of the company implement the annual salary system, which consists of basic annual salary and performance annual salary; the remaining employees implement the structural salary system, which consists of fixed salary, bonus and benefits.

According to the nature and characteristics of the post, the difficulty of the job and the size of the responsibilities, the salary of the staff is divided into four categories: department manager, department deputy manager, supervisor and salesman, and each post has three levels. According to employees' on-the-job performance and competence, a total of three promotion channels are designed from low to high, as shown in Table 2.3.

Table 2.3- Comparison table of job level and job salary of XX Real estate Company

Name of position	Level of position	Post wage	Rank salary			Seniority pay gap
			Grade 1	Grade 2	Grade 3	
Manager	Lever 3	8600	B7	B8	B9	600
	Lever 2	8300	B4	B5	B6	550
	Lever 1	8000	B1	B2	B3	500
Deputy Manager	Lever 3	7460	C7	C8	C9	500
	Lever 2	7230	C4	C5	C6	450
	Lever 1	7000	C1	C2	C3	400
Department Manager	Lever 3	5300	D7	D8	D9	400
	Lever 2	5150	D4	D5	D6	350
	Lever 1	5000	D1	D2	D3	300
Employee	Lever 3	3300	E7	E8	E9	300
	Lever 2	3150	E4	E5	E6	200
	Lever 1	3000	E1	E2	E3	100

XX Real Estate Company has adopted the method of issuing rewards and benefits to motivate employees. Employee rewards can be divided into year-end rewards, special rewards, and other rewards. Year-end rewards are rewards given by the company according to the completion of the company's goals in the past year, and special rewards are rewards for employees who have made special contributions. Benefits include statutory benefits and company benefits.

According to the questionnaire survey data, 63.13% of employees think that the salary structure design is unreasonable, 26.78% of employees think that the salary system is unfair, and 22.96% of employees think that the salary system is not flexible, 35.48% and 27.65% of employees think that the company takes little or very little incentive forms.

According to the interview content, at present, XX real estate company only has material rewards, such as year-end bonus and special contribution award. The year-end bonus of ordinary employees is not large, and the special contribution award is more difficult to get. In addition, only 34.26% of employees in the questionnaire believe that the salary change standard is objective. As shown in Figure 2.8, many employees can't stand the company's high-intensity work requirements, and the company has not formulated policies to attract outstanding talents, resulting in the brain drain of company.

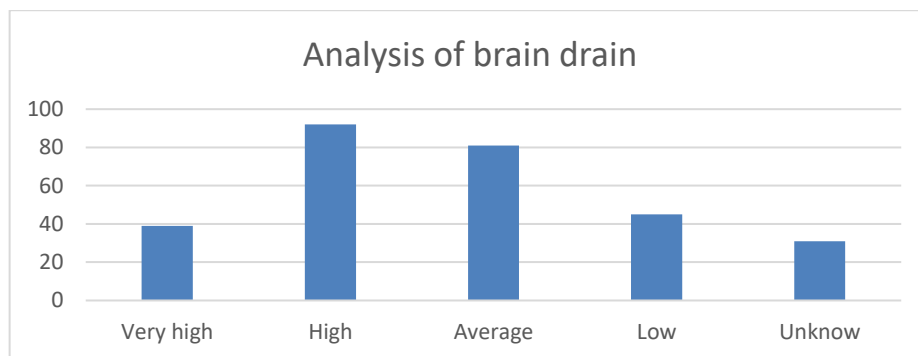


Figure 2.8- Statistical results of recruitment and job promotion question 2

Source: [15]

At present, XX Real estate Company has not formed a standardized training mechanism. The existing training is pre-service education and on-the-job training of new employees. The training is not strong enough and the investment in training is

insufficient. The pre-employment education of employees is only a formality, and it is not clear how much new employees will learn. In the training mechanism of the old master to bring new apprentices, the old master is not enough to encourage, not to give too much incentive, resulting in the old master's enthusiasm is not high, and the quality of training is greatly reduced. Therefore, in the questionnaire survey, 60.87% of employees think that the company does not pay attention to the training of employees. The training form of XX Real estate company is mainly internal training, which mainly includes pre-service education of new employees and on-the-job training of business skills. Supervisors introduce the company's general situation, personnel relations and job responsibilities to new employees, organize new employees to learn the company's management system, which is a pre-service education for new employees. On-the-job training of employees' business skills mainly focuses on job knowledge and professional skills, and adopts the mode of mentoring, in which old employees lead new employees to learn the job content until they can complete the work independently. Different employees have different requirements for training content, as shown in

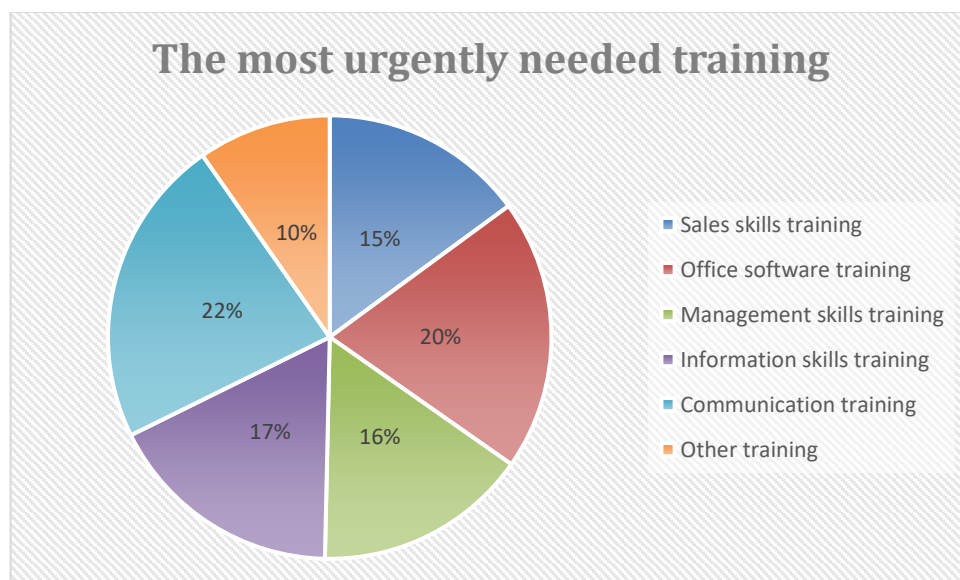


Figure 2.9- Statistics on training and development problems

Source: [15]

Figure 2.9. Among the existing two kinds of training, the content of pre-service education is to learn the company's system and management mechanism, while the content of on-the-job training of business skills is to learn the professional skills of the

post. However, the office software skills, management skills, information skills and organizational communication skills that employees most urgently need to be trained are only targeted at employees in specific posts.

Among the employees of XX real estate company, the proportion of employees who do not feel the improvement of personal ability after training is relatively high, and the proportion of people who think that training is useless is 36.46%, which also accounts for the highest proportion. Employees think that after the training they do not know how much they understand, how much they can remember, there is no test standard, most people think that the training effect is not big. And trainers explain quickly, and do not ask employees whether they can understand, whether they can keep up.

At present, XX Real estate company only sets up special performance appraisal indicators and standards for marketing consultants.

The Marketing Department of XX Real Estate Company is led by the marketing manager to complete the relevant work. Monthly salary of marketing consultant = base salary + sales commission + performance salary, and sales commission = sales * commission ratio, which is divided into low, medium and high three levels, reaching a certain amount of sales corresponding to the corresponding commission ratio. Performance salary of 800 RMB, including 15% of the performance assessment, 50% of the daily work assessment, 10% of the appearance assessment, 15% of the executive performance assessment, 10% of the team spirit assessment. Each item contains more specific indicators, as shown in Table 2.2. The human resources Department evaluates the performance assessment of marketing consultants and gives timely feedback. The results of the monthly performance assessment are used to motivate employees, while the annual performance assessment is mainly used as a reference for the promotion and elimination of employees. In addition, there is an attendance system, you need to clock in time to work, the human resources department calculates the number of monthly attendances according to the number of times. For those who arrive late and leave early, base salary is deducted according to the hour (less than 1 hour is calculated as 1 hour). Finally, the financial Department will pay performance salary according to the assessment results.

As can be seen from the above, XX Real Estate Company does not adopt a single form of performance assessment, but evaluates the various work contents of marketing consultants to achieve the effect of restricting employees' work behaviors, and improves the competitiveness of the company by improving the service ability of the company's marketing consultants. Although the assessment content of marketing consultants is comprehensive, employees in other positions don't have specific performance assessment index standards at present, assessment indicators do not help the company improve the overall performance and enhance the ability of employees. Therefore, in the survey, 42.36% of employees think that the setting of performance assessment indicators is unscientific. Even 31.94% of employees think it is very unscientific, and 66.67% of employees do not agree that the performance appraisal system of XX Real Estate Company can improve the performance of XX Real Estate company or enhance the ability of employees.

Table 2.4- Marketing consultant performance appraisal index amount

Project	Project assessment standard	Amount
Feedback on Performance	Complete more than 90% of assigned tasks	120
	Complete 60-90% of assigned tasks	80
	Complete less than 60% of assigned tasks	40
Daily Work	Record incoming calls and visits and return them on time.	40
	On the same day, customers call, visit and complete the transaction..	30
	Fill in the work log as required.	30
	Complete transactions in accordance with business procedures.	60
	Warm reception to visiting guests.	20
	Timely completion of reasonable customer needs.	20
	Clean up the garbage immediately after the customer leaves.	30
	Explain professional, guide and stimulate customer desire to buy.	60
	Employees don't steal customers from each other.	20
	Understand customer information and record it in detail.	30
	Commute on time.	60
Appearance	Dress and wear neatly at work.	30
	Pay attention to appearance.	30
	Do not talk loudly or do anything unrelated to work during work.	40
Executive Force	Complete work tasks on time.	50
	Submit market research report on time every month.	30
	Actively complete temporary tasks.	70
Teamwork	Hardworking, helpful, positive.	30

In addition, the evaluators lack objectivity in the assessment process. In the questionnaire survey, 37.85% of the employees think that the assessment is not objective, and 31.25% of the employees think that it is very objective. For details, see Table 2.4. Employees believe that the assessment results are not consistent with the reality. Sometimes, they clearly work hard and complete all tasks in time, but the assessment score is very low, while the colleagues who do not work hard have a higher assessment score than they do, resulting in a sense of injustice. The human resources department will finish the performance appraisal after the completion, and will not take the initiative to communicate with the employees being evaluated. There is a big conflict between the human resources department and other departments. In addition to the assessment tasks, the purpose of performance appraisal is more important to compare the work performance with the initial plan and goal, find the gap, so as to make appropriate adjustments and better arrange for the following work, which requires the performance appraiser to feedback the assessment results to the examinee, so that the examinee can realize their own situation. However, this kind of feedback was ignored by the human resources department of XX Real Estate Company, and the survey results also showed that 67.01% of employees denied the rationality of performance feedback, as shown in Table 2.4.

2.3 Cause analysis of human resource management problems of XX Real Estate Company

At present, XX real estate company has not placed human resources in a proper strategic height, and has not paid enough attention to the problems of human resources structure. According to the survey on human resource planning, 13.54% of employees think that human resource planning is very important, 17.71% of employees think that it is important, 28.47% of employees think that it is relatively important, and the most important employees think that it is not important, accounting for 30.21%, and 10.07% think that it is not clear. Data show that most employees do not know much about human resource planning and management, let alone attach little importance to it, and do not place human resources in the degree of importance it should pay, which is related

to the focus of senior managers in making decisions.

Based on the "complex person" hypothesis, J.J.Morse and J.W.Lorsch. developed Super theory Y, which emphasizes contingency thinking and tries to maintain a harmonious relationship between individual goals, organizational goals, and the environment. However, the human resources department of XX Real Estate Company did not start from the whole enterprise strategy when formulating the human resources plan, nor did it communicate and cooperate with all departments, nor did it investigate the actual human resources situation of all departments, organizational goals and environment, which led to the derailed work and planning of employees and the loss of systematic human resources planning.

XX real estate company attaches great importance to the sales department, which can bring direct profits to the company, while the human resources department is easy to be ignored because it cannot intuitively create economic benefits for the enterprise. On the other hand, the human resources department has not played its role, and its work in human resources planning, recruitment and allocation, training and development, performance management, compensation and welfare has not been highly recognized by other departments of the company.

Since the establishment of the organization, the general manager has been fully responsible for it. With the expansion of the organization, although middle managers and various departments have been added, the power of the general manager has not been delegated to his subordinates, resulting in excessive centralization of senior managers. However, according to the Z theory proposed by William Ouchi, enterprises should implement democratic management, let employees participate in management, and employees are equal to each other. Provide humane working conditions and environment. In addition, the excessive centralization of the general manager will lead to a large management range, and they are too busy with trifles to think about the long-term development of the company.

On the basis of a large number of empirical studies, ERG theory was proposed by Clayton. Alderfer, a professor of organizational behavior at Yale University in the United States. He believes that the needs of employees in management practice can be divided into: 1) existence needs, that is, to provide a basic material living conditions.

2) The need for relatedness, the desire to maintain friendly relations between people.

3) The need for growth, that is, people's inner desire for development. This theory tells us that the desire of employees at the highest level in the working process is to achieve self-development and realization, which requires the recruitment, allocation, and promotion channels of enterprises to be sufficiently perfect and scientific, so that employees can develop upward and realize the desire for achievement. However, the current recruitment process of XX real estate company hasn't formed institutional norms, and the recruitment lacks quantitative standards. Simply examining the applicant's academic background can't judge whether the applicant has the technical skills required for the job, and examining the relevant certificates has a certain role. When employees are promoted, there're no objective promotion standards, such as what indicators can be reached or can be promoted after several years of work in the current position, which are the lack of XX real estate company.

At present, the salary growth rate of XX real estate Company is poor, the salary difference between various positions isn't large, the salary can't truly reflect the value of the employee's position, and the form of salary is also relatively simple, mainly consisting of salary, welfare, and bonus. Although the comparison table of employee's post level and post salary has been formulated, the specific implementation has not been implemented according to the table. As a result, most people think that the comparison table of employee position rank and position salary is useless.

LW.Porter & E.E.Lawler expected incentive model theory tells us that in order to form a virtuous cycle of incentive, effort, performance, reward, satisfaction and feedback from satisfaction, we should comprehensively consider various factors such as reward content, reward and punishment system, organizational division of labor, goal-oriented action setting, management level, fairness of assessment, leadership style and personal psychological expectations. However, XX real estate company lacks non-material incentives, does not combine material incentives with spiritual incentives, and other factors are not clearly reflected, unable to lock the hearts of employees, unable to effectively motivate employees for a long time, it is easy to make employees have mental slack, low sense of belonging and leave the company. On the other hand, XX Real Estate company ignored the review of the intrinsic quality and values of talents in

the recruitment process, resulting in the inconsistency between the values of the hired employees and the company culture, resulting in the turnover of employees. Moreover, XX real estate Company lacks a long-term strategy to reserve and cultivate talents, has not formulated relevant policies for talents to attract and retain talents, lacks incentive.

Training needs to spend a lot of costs and energy, in order to save costs, XX real estate company does not regularly train employees. Moreover, the training mechanism is not sound, and all kinds of training are mere formalities, because the management has not realized the importance of training, only focused on the immediate economic benefits, and did not develop employees from a long-term perspective.

According to the Super theory Y, there is no one level of invariable and universally applicable optimal management mode, and corresponding management measures must be flexibly adopted according to the functional relationship between the independent variables of the internal and external environment of the organization and the dependent variables such as management ideas and management techniques, and the management mode should be suitable for the nature of work and the quality of members. For staff training, it is also necessary to conduct targeted training for specific employees and specific environments. At present, XX Real Estate Company only has two forms of pre-service education training and on-the-job training of business skills, and the training content only includes learning the company's management system and professional skills, instead of focusing on employees and considering the training needs of employees, and the training company does not consider the urgent needs of employees. The content and form of training that employees want are quite different from the existing training content and form of XX Real Estate Company. Because the training form is single, the training content is single, and the trainer is paid less, the training enthusiasm is not high, so the training effect is not ideal. On the other hand, XX real estate company does not have a corresponding training effect assessment mechanism, nor does it adopt other measures to evaluate the training results, so the effect cannot be tested. Most employees believe that they can only rely on their own exploration, and training plays a small role.

Employees other than marketing consultants lack specific performance metrics. As for the assessment indicators of marketing consultants, XX real estate companies

did not take performance as the key assessment content. The total score of the marketing consultant's performance assessment is 800 points, and the performance assessment only accounts for 120 points, accounting for only 15% of the total score, while the daily work assessment accounts for 50%. This will make the marketing consultant pay more attention to the daily work, but fail to focus on improving performance and make the performance assessment play an incentive role. As the setting of performance appraisal indicators is not specific and scientific enough, basically they are qualitative indicators and lack quantitative standards, so the evaluators have a greater subjective bias when evaluating. On the other hand, because the human resources department is responsible for performance appraisal, when evaluating other departments, they do not know enough about the situation of other departments, so the evaluation results may be quite different from the actual results, and the evaluation results are not objective enough. American psychologist J.S.Adams put forward the equity theory in 1967, which holds that the employee's satisfaction with income can affect the employee's enthusiasm for work, and the employee's satisfaction with income depends on a social comparison process. A person cares not only about his absolute income, but also about his relative income. Therefore, the lack of quantitative indicators in the process of performance appraisal and salary payment will lead to greater subjective arbitrariness, which will easily lead to employee dissatisfaction when compared with each other. Therefore, the management behavior of leaders must follow the principle of justice, and the performance appraisal mechanism should rely on scientific methods.

After the completion of the performance appraisal, the human resources department did not timely feedback the appraisal results to the examinee. First, due to the lack of understanding of the importance of performance feedback, the examiners fail to deeply understand the significance of assessment. Second, examiners ignore the assessment process, examiners only pay attention to the results of the assessment. Third, the company lacks assessment feedback system. In this way, the gap between the auditor and the assessment has formed, so that the assessment work has become opaque, the staff is full of complaints about the results.

CHAPTER 3.

XX REAL ESTATE COMPANY HUMAN RESOURCE MANAGEMENT OPTIMIZATION SCHEME AND SAFEGUARD MEASURES

3.1 Objectives of human resource management optimization plan of XX Real Estate Company

Human resource management is an indispensable part of enterprise management, which not only supports enterprises to achieve their strategic goals, but also considers employees' own career development. Therefore, in the new situation of more and more fierce competition, XX real estate company in order to achieve sustainable operation, it is necessary to optimize the human resource management of the company in order to better select, use, cultivate and retain talents. XX Real estate company's human resources optimization is mainly to achieve the following three goals:

Corporate strategy determines the future direction of a company, and the formulation of corporate strategy affects the management of human resources. In the strategic decision-making of enterprises, human resource management, as an important participant, provides professional and cutting-edge human resource planning and systematic solutions for the formulation and implementation of corporate strategies. Enterprises, especially the managers of enterprises, should fully realize the matching of human resources and corporate strategic goals, and the target plans of corporate strategies at different periods and levels should have corresponding scientific talent demand system, performance evaluation system, talent incentive mechanism, etc. At the same time, it is necessary to strengthen the training of managers and employees in human resource management, cultivate talents that meet the needs of future development of enterprises, and make human resource management become an important cornerstone for realizing the strategic goals of enterprises.

Enterprise human resource management focuses on enterprise human resources, exploring how to realize the rational allocation of enterprise resources. At present, the real estate industry is in the process of reform, and major enterprises are promoting

high-quality and high-level development in order to build a long-term industry. In order to cope with the changes in internal and external situations, XX real estate company wants to achieve greater development, promote the rational allocation of enterprise resources, and further improve management capabilities and resource utilization. The key is to build a precise allocation of human resource management system through the optimization of human resource management, and carry out reasonable and scientific distribution of people, finances, materials and information within the enterprise. Meet the operation needs of various departments or units within the enterprise, and then improve the utilization rate of enterprise resources, achieve the optimal state of employees and resources, and effectively promote the development of enterprises.

An enterprise is composed of a variety of resources such as people and things. The resources of different enterprises have heterogeneity and inimitability, which determine the difference of competitiveness and internal ability of enterprises. In the face of rapid changes in the external environment, if an enterprise wants to develop high-quality long-term and build competitive advantages, it needs to continuously cultivate, own and effectively use resources, which is the enterprise vitality. To enhance the vitality of the enterprise is ultimately to enhance the vitality of the people in the enterprise, if you can not stimulate the vitality of the employees, the enterprise can not have a good future. Through the human resources optimization plan, XX real estate company eliminates the existing chronic diseases, reforms the internal distribution mechanism, talent management mechanism, performance appraisal mechanism, etc., maximizes the work passion of employees, and then makes the enterprise full of vitality.

3.2 Principles of human resource management optimization plan of XX Real Estate Company

Human resource management plays an important role in helping XX real estate companies gain competitive advantages and turn to "talent intensive". XX Real Estate Company should follow the following three principles when proposing the optimization plan of human resource management in view of the existing problems in

human resource management at present:

The principle of seeking truth from facts is the most basic principle that should be followed in decision-making. The human resource management optimization plan of XX real estate company should be formulated from the following facts: First, it should be based on the actual situation of XX real estate company, according to the actual situation of XX real estate company, such as the company's establishment years, the total number of employees, the department structure, and the company's products; The second is to develop human resources optimization plans according to the current competitive environment and social environment of XX company; The third is to match the current development trend of the real estate industry with the human resources optimization plan of XX real estate company. This requires managers to emancipate their minds, seek truth from facts, and proceed from reality.

The human resource optimization scheme of XX real estate company should conform to the characteristics of the enterprise and meet the business needs of the enterprise. XX Real estate company currently has offices, human resources department, planning Department, development Department and other departments, the human resources status of each department is different, the aspects to be improved are also different, the optimization plan should be combined with the actual situation of each department and the company's development goals to develop, and to communicate with each department more, not vague and general, to be hierarchical. The ultimate goal of the identified optimization program is to better promote business development.

By optimizing the human resource management of XX Real Estate Company, scientific personnel structure is prepared to promote the integration of internal resources of the company, while ensuring the normal development of various tasks, manpower and operating costs are reduced and organizational efficiency is improved. Therefore, when optimizing the human resource management of XX real estate company, the principle of streamlining and efficiency should be adopted to improve the ability of human resources to create value.

3.3 XX Real Estate Company human resource management optimization specific plan

From the analysis of the questionnaire survey results, it can be seen that XX real estate company has problems in human resource management, such as the imbalance of human resource structure, unreasonable recruitment and allocation procedures. According to the existing problems and the actual situation of XX real estate company, the following human resource management optimization strategies are proposed. First, human resource planning should be formulated to optimize the organizational structure; The second is to improve the efficiency of human resource recruitment and allocation; Third, establish a perfect salary management mechanism; Fourth, build a scientific staff training system; Fifth, establish and improve the performance evaluation system.

XX real estate company has always been in the personnel management stage, the main management principle is to follow the rules, more empiricism, less participation of employees, such a long time is not conducive to the enthusiasm of employees. In order to realize the transformation of modern human resource management, XX real estate company needs to incorporate human resource planning into the overall human resource management work. Only in this way can the human resource management activities of the company be more forward-looking and guiding, and can ensure that the company has appropriate personnel for each position and maximize the efficiency of human resources.

1) Adjust the human resource structure of XX Real estate Company based on demand. Employee age structure. According to the survey, XX real estate company has more young employees, but fewer experienced technical personnel, and the lack of young backbone follow-up, which is not conducive to the future development of the enterprise. In the future, XX real estate should timely update and reserve talents according to corporate strategic planning and age structure characteristics of employees. On the one hand, for young employees, it is necessary to strengthen skills training, continuously enhance the technical level of young employees in all aspects through learning, and help the development of enterprises at the fastest speed. At the

same time, the way of "bringing the old with the new" is adopted. The experience transfer of old employees is the fastest way for young employees to gain experience and improve their level, and can also reserve rich talent resources for enterprises in the shortest time. On the other hand, enterprises can set up a "reemployment" system. The rich experience of old employees is an extremely valuable asset for enterprises. Through "reemployment", old employees can feel the attention and care of enterprises, continue to play their talents, and also help the future development of enterprises.

Employee education structure. Among the existing employees of XX Real estate company, 86.46% are undergraduates or college students, and only 6.6% are masters or above. The company personnel have a high educational level. However, high-level talents are crucial to the development of enterprises, whether it is the development requirements of the enterprise itself or the development trend of the industry, XX company needs to continue to increase the introduction of highly educated and high-tech talents in the future, through highly educated and high-tech talents to improve corporate culture, enhance the comprehensive quality of the enterprise, and promote the continuous progress of the enterprise.

Employee title structure. XX company has embarked on the road of urban operation of the new sector, and more and more development projects, the company has a new demand for "double high (highly educated, high-tech) " talents, but at present, the proportion of technical personnel in XX real estate company is relatively low, and the proportion of marketing personnel is relatively large. On the one hand, XX real estate company should increase the introduction of college education talents, on the other hand, it should strengthen the training of high-tech talents, and correspondingly, the company should also adjust the redundant phenomenon of marketing posts and other posts.

2) Forecast the human resource structure of XX real estate company based on supply. The supply of human resources includes internal and external forecasts. We need to forecast the internal supply of human resources in XX real estate company to determine the requirements for external human resources. It is not only necessary to analyze the situation of existing employees, predict the internal flow, dismissal and retirement of employees, but also to predict the characteristics of future required

employees according to the future development strategy of the enterprise.

Internal forecast: Due to the constraints of the management status quo of XX Real Estate Company, most of the employees of XX Real Estate Company get their posts through external recruitment, internal training, and old people bringing new people to their posts, without job analysis and systematic training, etc., some of them may not be able to meet the technical requirements of their posts, their majors are not in line with their posts, and the aging of employees in management positions is serious. Young reserves are insufficient. The gap of management positions in XX real estate company is large, and it is necessary to plan as soon as possible. The focus of the next human resources work of XX real estate company should be to increase the training of management cadres, pay attention to the construction of young management personnel, and strengthen the cultivation and reserve of highly educated and high-tech talents.

External forecast: At present, the talent gap of XX real estate company is mainly concentrated in two aspects: first, high-tech talents with master's degree or above in professional technology, and second, senior management talents who master modern concepts and management methods. The real estate industry is facing a new transformation, XX real estate company is currently in an important stage of leapfrog development, from "capital intensive" to "talent intensive" transformation, and the enterprise is also constantly developing and growing, the gap for talents in the future will only become bigger and bigger. In recent years, the recruitment of XX real estate company mainly adopts the way of first and present recruitment, ordinary employees are mainly recruited externally, and middle and senior management personnel mainly rely on internal selection or parachuting. The company needs to increase the recruitment of talents with senior management ability, increase professional talents and optimize personnel reserves through good welfare benefits.

The purpose of human resource management optimization of XX Real estate company is to improve the efficiency of human resource recruitment and allocation, select more talents for the enterprise, and retain talents. However, according to the survey, employees are not satisfied with the recruitment of human resources of XX Real Estate Company, and the turnover rate of talents within the company is also high. In view of the existing problems, the optimization plan is proposed as follows.

(1) Reasonably divide departmental responsibilities and enrich recruitment and selection methods. The investigation and analysis found that XX real estate company has too many departments, and the responsibilities between departments are not clear, which is easy to cause personnel bloat and recruitment is not coordinated. Therefore, the XX real estate company should first demarcate the boundaries of criticism and clarify the departments and institutions. What is the responsibility of the human resources department, what is the responsibility of the Marketing Department, etc., should also be clearly divided between departments, such as which is responsible for training, which is responsible for recruitment, which is responsible for compensation and benefits in the human resources department. The recruitment work of enterprises can break through the traditional mode of interview, set up the selection criteria from more convincing dimensions, recruit online and offline at the same time, and all kinds of assessment means can also be used.

(2) Standardize the recruitment process and construct a scientific and systematic recruitment process. In the past, XX real estate company did not use job analysis in the recruitment of employees, resulting in a mismatch between personnel and positions, resulting in a large talent turnover rate and high recruitment costs. In view of this, XX real estate company first needs to establish a professional human resource management team under the guidance of organizational strategy, and formulate a standard professional recruitment process for the enterprise through the human resource management team, and strive to build a scientific and systematic recruitment process. First, it is necessary to clarify the demand, and each department needs to scientifically forecast talents according to the development goals of enterprises; The second is to adopt different recruitment channels and screen resumes for talents with different needs; After four rounds of assessment of "initial test - professional interview - position interview - communication test", we selected the most suitable talents for the enterprise.

(3) Establish competency model and introduce testing tools. On the basis of the combination of recruitment and job analysis, XX company can establish a competency model to investigate job candidates more comprehensively, so as to improve the allocation efficiency. The construction of XX company's competency model mainly

includes 4 aspects. First of all, through communication with various departments of XX Real estate Company to determine the general competency standards of existing positions, and in-depth interviews with employees, further refinement; Secondly, interview the employees with excellent performance and average performance in the enterprise to identify their key behaviors; Thirdly, the evaluation scale of employee behavior description is obtained according to the key behavior, and the general competency index is obtained. Finally, the scores are distinguished, and the competency with the highest scores is selected to identify the position. At the same time, XX real estate company can introduce personality testing and other testing tools to further select candidates who meet the position and select the best, which can improve the job matching degree of the enterprise, so as to ensure the recruitment effect.

System is the foundation of an enterprise and an important means to achieve effective management. Through questionnaire survey, it can be seen that the current salary management of XX Real Estate Company is not perfect and has not been updated for many years, and employees are not satisfied with the current salary management mechanism. Nowadays, the environmental uncertainty of the real estate industry is increasing, and the update and iteration of enterprises are fast. XX real estate companies need to update and maintain dynamic management regularly. Therefore, it is necessary to continuously improve its salary management mechanism to make it more scientific, reasonable and efficient.

1) A well-designed salary system. The current salary system of XX Real estate company is too simple and can't motivate employees. Enterprises should increase the salary structure, according to the employee's own experience, ability level, education, and other aspects of the salary structure, can also improve the employee's welfare, performance bonus, etc., to expand the level, so as to give play to the incentive role of salary.

First, adjust the salary level. When designing the salary level, XX real estate company should not only consider the internal and external fairness, but also consider whether it is in line with the strategic goal of the enterprise at this stage of development and is suitable for the income of the enterprise. When designing the salary level of XX

real estate company, it should refer to its strategic stage. Currently, the company is in a period of transformation and rapid expansion. When adjusting the salary level, more mixed strategies should be considered, and the salary level should not only control costs, but also attract and retain talents.

Second, to adjust the salary structure, XX real estate company mainly adopts a position-based salary system. For the members above the deputy general manager, the annual salary system belongs to the conciliatory salary, while the general staff adopts the structural salary system, which belongs to the high and stable salary. Neither offers much incentive for employees. Can not adapt well to the development and change of the company. At present, there are four main salary structure models: high flexible salary model, high stability salary model, Variable salary model and Mixed salary model. The specific characteristics are shown in Table 3.1 below.

Table 3.1- Employee compensation structure model

	High flexible salary	High stability salary	Variable salary	Mixed salary
Characteristic	The proportion of performance salary is high, and the salary is unstable.	Fixed salary accounts for a large proportion	The proportion of fixed pay and performance pay is equal	Different departments, different positions, pay and performance distribution are different
Advantage	The salary system has a strong incentive effect and is not easy to overspend.	Employees feel more secure inside.	Employee compensation is relatively stable.	Salaries correspond to work and are highly targeted.
Disadvantage	Employees lack a sense of security, salary fluctuations are relatively large.	The salary system lacks incentives, and employees are easy to be lazy.	The proportion is difficult to determine.	

Source: author own elaboration

Through the investigation of salary problems of XX real estate company, it can be found that XX real estate company is suitable for mixed salary model. We should set up different salary structure for different departments and adopt high flexible salary model for marketing staff to motivate them to work actively. To adopt the conciliatory

salary model for the ordinary grass-roots staff, it not only makes the staff feel safe but also has a certain incentive effect.

2) To give full play to the role of incentive mechanism, XX Real estate company should design different incentive systems for different employees. Grass-roots managers should meet their basic living expenses and be supplemented with certain spiritual incentives, so that employees can work in the enterprise with peace of mind and contribute to the enterprise; For senior managers, because most of them are knowledge workers, they should provide more opportunities for employees to improve their work ability and meet their self-realization needs on the basis of material incentives. On the one hand, improving the skill level can improve the overall performance of the enterprise, on the other hand, it can improve the ability of employees. For technical personnel, enterprises should meet their needs for technical improvement through training, meet their sense of accomplishment, and make their work more challenging.

3) Pay attention to the flexibility of salary management mechanism, the environment is constantly changing, the salary management mechanism of XX real estate company should adopt dynamic management, so as to keep pace with The Times. Timely adjustments should be made according to changes in the internal and external environment, changes in strategic objectives, and changes in national policies. In addition, there will always be some new problems in the execution of the compensation system, which may hinder the development of the enterprise if the problems are not solved in time. At the same time, XX real estate companies need to timely grasp the needs of employees, pay attention to the characteristics of different employees, adjust the existing salary system, and pay close attention to the positioning of talents in the market, quickly adjust the talents urgently needed by enterprises, and ensure that the salary system can attract and motivate talents. When the compensation system changes, the compensation management mechanism should also be adjusted in time to ensure adaptability.

1) Training object selection and training course setting. The selection of training objects plays an important role in the smooth implementation of the training plan. Due to individual differences, employees have different levels of professional knowledge,

working ability and working experience. Therefore, XX real estate company should set the training to meet the needs of employees at different levels. The main training objects of XX real estate company can be divided into: new employees and old employees, of which new and old employees include technical employees, marketing personnel and management personnel. Enterprises should set up different training courses according to different training objects and different stages, which is conducive to the training effect. Combined with XX real estate Company, training courses can be divided into the following types.

Table 3.2- Training contents for new employees of XX Real Estate Company

Training type	Training content	Training objective	Training method
General training	Purpose, plans, products, rules and regulations and organizational structure of the company.	Understand the company as soon as possible, quickly integrate into the company.	Lectures, visits, exchanges.
Vocational training	Job responsibilities, work procedures, work skills.	Quickly adapt to job requirements and carry out work in a timely manner.	Professional training, lectures, observation and learning.

Source: author own elaboration

Table 3.2 is mainly for the training of ordinary employees in the enterprise. Through the training, employees can understand the company's corporate overview, vision and mission, job responsibilities, work flow and other aspects, and help new employees quickly integrate into the company.

Table 3.3- Training contents for technical personnel of XX Real Estate Company

Training type	Training content	Training objective	Training method
Technology	Advanced technology, professional knowledge, quality requirements, etc	Improve the ability of employees, promote innovation, and cultivate high-tech talents	Special lecture, on-site explanation, communication.
Ideology	Policies and regulations, industry norms, service awareness, etc		

Source: author own elaboration

Table 3.3 shows the training contents for technical personnel of the company.

Through technical and ideological training for technical personnel, technical personnel are helped to update their latest technical knowledge and improve their professional ability, thus contributing to enterprise innovation and promoting enterprise development.

Table 3.4- Training contents for Manager of XX Real Estate Company

Training type	Training content	Training objective	Training method
Knowledge	Management knowledge, economic knowledge, related professional knowledge, etc	Renew the enterprise management thought, cultivate excellent management personnel.	Special study, special study, peer exchange, industry conference, etc
Technology	Management skills, marketing skills, environmental analysis, etc		
Ideology	Corporate culture, corporate vision, corporate mission, management ideas, etc		

Source: author own elaboration

Table 3.4 is mainly aimed at enterprise managers. In addition to mastering professional knowledge of management, marketing and strategy, and being keenly aware of environmental changes, managers need to continuously improve their management level so as to lead the better development of enterprises and employees.

2) Training feedback optimization and training budget. After the training, check the feedback of the training effect in time, and optimize the training plan immediately when the problem is found. For the choice of training methods, there are generally internal training and external training. The internal training is closer to the actual situation of the enterprise and can help improve the ability of employees at the lowest cost; Enterprise external training helps employees to contact more professional fresh knowledge, improve the comprehensive quality of employees. You can hire external personnel training or internal personnel training. For XX real estate company, employees can be trained according to the actual situation of the enterprise, so as to achieve better improvement results. Of course, the premise of training is to make a budget, to combine the business budget and human resources budget, and then

according to the number of training. Training methods and so on to determine the training budget, under the premise of controlling costs to maximize the role of training.

1) Optimize performance appraisal indicators. XX Real estate Company does not have performance appraisal standards except for marketing personnel, and the relationship between the appraisal standards and performance of marketing personnel is not large, the weight is unreasonable, and the assessment content is difficult to quantify, which makes the performance appraisal mere formality, which neither motivates employees nor promotes the improvement of the overall performance of the enterprise. The most important thing in performance appraisal is to pay attention to performance indicators, of course, but also pay attention to other indicators. As the risks undertaken by various departments of real estate enterprises are different, the content of performance assessment is also different. According to the actual situation of XX real estate company, the key performance index method can be adopted for assessment, which can help enterprises reduce the assessment procedures to a certain extent.

First, assess the working ability of employees. The ability index reflects the work efficiency of the employee, whether the work can be completed efficiently and quickly in the same time, and whether the coordination and communication with employees in other departments of the enterprise are smooth. The working ability of employees is also an integral part of the strength of the enterprise, and the working ability of employees is strong, and the operation efficiency of the enterprise is high. The indicators of working ability mainly include executive ability, communication ability, learning ability and so on.

Second, assess the staff's working attitude. Employee attitude can reflect the company's environmental atmosphere, if the employee's working attitude is positive, it will build a positive and active working environment, and promote the company's innovation and development. The attitude indicators mainly include the responsibility of the employees, whether they abide by the rules and regulations, and whether they are active in their work.

Third, evaluate the performance of employees. Performance indicators mainly reflect the degree of completion of objectives and strategic tasks assigned by

employees to the enterprise. On the other hand, it also reflects the rationality of enterprise goal setting and employees' attitude towards management. The contents of different employee indicators are also different. For example, marketers focus more on performance due to the particularity of their work, while managers focus on the overall governance of the company.

It is planned to construct different key performance indicator systems for different employees of XX Real Estate Company, as shown in Table 3.5—3.7 below:

Establish KPI index system for Marketing personnel

Table 3.5- Performance appraisal indicators of Marketing personnel

Evaluation dimension	KPI Index	Assessment index content	Evaluation standard
Working competence	Communication ability Writing ability Learning ability ...	Able to cooperate well with other department staff, have professional knowledge and writing ability and so on.	Be complaint. (-10 points/time)
Working attitude	Clocking-in Sense of responsibility Work enthusiasm ...	Don't come late and leave early, work seriously and responsibly, no work mistakes, attend meetings on time.	Failed assess Be complained Skip the meeting (-10 points/time)
Work achievement	Achievement of sales targets Target customer tracking Customer satisfaction ...	Whether work tasks are completed on time. Customer satisfaction with sales staff service.	Fail to complete tasks on time. Satisfaction is below average. (-10 points/time)

Source: author own elaboration

Establish KPI index system for Management personnel

Table 3.6- Performance appraisal indicators of Management personnel

Evaluation dimension	KPI Index	Assessment index content	Evaluation standard
Working competence	Innovation ability Professional level Learning ability ...	Have innovative thinking, able to effectively manage the department, correct judgment of the industry market environment, and participate in business training.	The result accounts for 30%.

Working attitude	Clocking-in Sense of responsibility Work enthusiasm ...	Attendance, overtime hours, etc.; Work seriously and responsibly, have a sense of ownership, and participate in company meetings.	The result accounts for 30%.
Work achievement	Profitability Operating cost Satisfaction ...	Annual operating income profit, operating cost, the satisfaction degree of each department head to the work effect.	The result accounts for 40%.

Source: author own elaboration

Establish KPI index system for General personnel

Table 3.7- Performance appraisal indicators of General personnel

Evaluation dimension	KPI Index	Assessment index content	Evaluation standard
Working competence	Communication ability Writing ability Learning ability ...	Able to cooperate well with other department staff, have professional knowledge and writing ability and so on.	Be complaint. (-10 points/time)
Working attitude	Clocking-in Sense of responsibility Work enthusiasm ...	Don't come late and leave early, work seriously and responsibly, no work mistakes, attend meetings on time.	Failed assess Be complained Skip the meeting (-10 points/time)
Work achievement	Accurately communicate the work arrangement of superiors, improve the company's information management.	Each work cycle timely, accurate work arrangement, timely convey the company's internal information.	Error rate above 5%, (-10 points/ 5%)

Source: author own elaboration

2) Establish a performance feedback mechanism. XX Real Estate Company employee performance assessment is basically a top-down one-way assessment, employees rarely communicate with superior departments and supervisors, and the assessment results are not timely feedback to the examinee, and the examinee fails to treat the assessment work fairly and correctly. Therefore, the enterprise urgently needs

bottom-up feedback mechanism.

The first is to increase the feedback mechanism of performance. No longer let the performance evaluator dominate, let the employee become the master of performance and work, the employee can feedback the monthly performance appraisal related problems to the human resources department of the enterprise, and the human resources department will assign the problems to each reviewer or assessment department, requiring them to rectify or answer the employee's questions about the performance appraisal. Employees can give feedback through email, leader mailbox and other forms. Table 3.8 shows the feedback questions.

Table 3.8- Performance appraisal feedback form

Feedback item	Feedback content	Typical problem description	Suggestion on optimization
Completion of project target.	Project metrics are inflexible.	Some project indicators are too broad to be completed.	Further refine the assessment indicators.

Source: author own elaboration

The second is to increase the employee reverse evaluation mechanism. If the evaluator has a large subjectivity in the evaluation, the problem of employee feedback can't be solved in time, it is necessary to establish a reverse evaluation mechanism. The anonymous mechanism is adopted in reverse evaluation to ensure that feedback is truly valued, and at the same time, enterprise managers pay more attention to performance evaluation and have a deeper understanding of employees, thus promoting the improvement of enterprise performance evaluation mechanism. The reverse evaluation table is shown in Table 3.9.

Table 3.9- Employee reverse evaluation form

Department designation	Feedback timeliness	Working attitude	Fulfill promise	Improvement project	Total points
Project department (ensample)	40	30	25	There are no incentive benefits and rewards after the completion of project targets.	95

Source: author own elaboration

3) Optimize performance appraisal methods. The performance evaluation

method of XX real estate company mainly relies on the superior management to score the evaluated, which is highly subjective, simple in form, and scientific to be further improved. As the performance evaluation indicators of XX real estate company are not scientific and reasonable, the performance evaluation indicators should be optimized first. After optimization, the 360-degree evaluation method can be selected for evaluation, and the performance evaluation methods of XX Real estate company can be divided into six aspects: employee self-evaluation, direct leadership evaluation, colleague evaluation, service object evaluation, direct subordinate evaluation and professional group evaluation. At the same time, other models can be used to further improve the effect of performance evaluation.

CONCLUSIONS

This thesis mainly analyzes the current situation of human resource management of XX Real Estate Company as the starting point to find the problems, and puts forward the optimization plan of human resource management of XX Real Estate Company. The purpose is to solve a series of problems existing in human resource management of the company, so as to improve the management level of the company. Help enterprises achieve strategic goals more quickly and effectively. on the basis of analysis and research, the optimization plan of human resource management is proposed, and specific optimization strategies are put forward from five aspects, including human resource planning, recruitment and allocation, salary management, employee training system and establishment of performance evaluation system. Finally, in order to ensure the smooth implementation of the human resource management optimization plan of XX Real Estate Company, it is clearly proposed that we should pay attention to the establishment of a good communication mechanism, improve relevant systems and systems, attach importance to the professional quality of human resource management, do a good job in training relevant personnel, comply with the actual development of the company, and formulate a scientific and reasonable optimization plan. With the development of society, XX Real Estate Company's human resource management continues to develop. However, due to the adaptation and self-adjustment to the needs of social development, the development of human resource management is lagging behind. Therefore, the company needs to comply with the company's actual development status and development needs when formulating the optimization plan for human resource management. Only on the basis of the company's original human resource management work can the optimization plan be highly feasible, reasonable and practical.

With the continuous development of society and the constant change of demand, enterprises need continuous progress to be able to continue to survive and develop. The competition of enterprises in the new era is fundamentally the competition of talents and human resource management. The traditional human resource management model has been unable to adapt to the changing market environment. For those enterprises

that cannot optimize human resource management in time, they are likely to be eliminated by the market. In this context, more and more enterprises pay attention to the optimization of human resource management mode, and break the limitation of traditional mode through optimization mode, so as to achieve the purpose of enhancing enterprise competitiveness. Therefore, it is very important and necessary to carry out optimization research based on the human resource management status of XX real estate company, and its research results also have certain theoretical significance and promotion value. At the same time, XX Real estate company's human resource management optimization plan is based on the analysis of the existing problems in the company's current human resource management, combined with modern human resource management theory and practical experience, the proposed optimization plan has a certain degree of innovation and rationality.

However, due to the limited time, there are some shortcomings and limitations in this study, which need to be further improved in the future. Specifically speaking, the shortcomings of XX Real estate Company's human resource management optimization plan are as follows: First, the optimization plan does not involve the company's labor cost accounting and other aspects, which need to be improved in the future. Secondly, this study is limited by my knowledge level, so the data analysis and data analysis of XX Real estate Company may not be thorough and comprehensive enough, and there is a deviation in understanding of some materials of XX real estate Company, which will affect the quality of the optimization program to some extent. Finally, this study analyzes and investigates the current situation of human resource management of XX Real estate Company, and the optimization plan formulated is also aimed at the existing problems and defects of human resource management of XX real estate Company, which makes this study not theoretical to a certain extent. The new changes and new situations that may occur in XX real estate company are not fully considered, which is also the aspect that needs to be further improved in the future.

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