MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SUMY NATIONAL AGRARIAN UNIVERSITY

ECONOMICS AND MANAGEMENT FACULTY

Public management and administration department

QUALIFICATION WORK

education degree - Master

on: **«IMPROVING THE EFFICIENCY OF EMPLOYEES OF THE ORGANIZATION»**

Completed: student of
specialty 073 Management
EP «Administrative management»

Feng Yihao 冯奕皓

Superviser ***Nataliya Stoyanets***
D.E.S., Professor

Reviewer _____
position

Sumy - 2025

SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
Department Public management and administration

Education degree *«Master»*
Speciality *073 Management EP «Administrative management»*

Approved:
Head of Department _____
«____» _____ 2023

TASK

on qualification work for student

Feng Yihao

1. Topic of Qualification work: Improving the efficiency of employees of the organization

2. Base of research at Hangzhou Yowant Network Co.,Ltd.

Superviser D.e.s. Profesor Nataliya Stoyanets

approved by the university order dated _____ *№* _____

3. Deadline for student completed project (work) _____

4. Background to the project (work):
primary and consolidated documents, registers of synthetic and analytical accounting, statutory and founding documents, financial and statistical reporting of the investigated state institution, legislative and regulatory acts on the activities of state bodies, monographs, professional scientific articles and reports at international scientific and practical conferences on management issues development of the organization's personnel

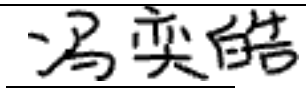
5. Contents of settlement and explanatory notes (the list of issues to develop):

to investigate the theoretical and methodological foundations of personnel efficiency management;
provide organizational and economic characteristics of Hangzhou Yowant Network Co.,Ltd.;
to provide an analysis of the state of management of the effectiveness of personnel of the investigated enterprise;
carry out an assessment of the company's personnel and the economic consequences of its activities in the context of management;
analyze the state of personnel development management, identify shortcomings in Hangzhou Yowant Network Co.,Ltd.;
propose measures to improve the effectiveness of personnel development management at Hangzhou Yowant Network Co.,Ltd.;
formulate conclusions.

6. Date of assignment: _____

CALENDAR PLAN

№	Name of the diploma project's stages	Dates of project stages' performance	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work		
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter		
3	Preparation and presentation of draft of the first chapter of the thesis		
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise		
5	Making the theoretical part of the thesis, summarizing the analytical part		
6	Design options improve the research problem		
7	Completion of the project part of the thesis, design chapters		
8	Update of data for 2021, 2022, 2023 and completion of analytical and design sections of the qualification work		
9	Previous work and its defense review		
10	Checking the authenticity of the thesis		
11	Deadline for student completed the thesis		
12	Defense of the thesis		

Student  _____

(signature)

Supervisor _____ _____

(signature)

Checking the authenticity conducted

_____ _____

Thesis allowed for defense

_____ _____

(signature)

АНОТАЦІЯ

Фен Іхао Управління ефективністю персоналу на підприємствах. Кваліфікаційна робота, Hangzhou Yowant Network Co., Ltd., 2025. -Рукопис.

У цій роботі досліджуються стратегії підвищення продуктивності працівників у будівельній галузі, з особливим акцентом на проблеми, з якими стикається Hangzhou Yowant Network Co., Ltd. в управлінні персоналом. У першій частині аналізується існуюча система оцінки ефективності роботи співробітників і вказується, що нинішній механізм стимулювання має упередження, що призводить до високої плинності кадрів і низької ефективності управління проектами. Дослідження передбачає, що за допомогою інтеграції цифрових інструментів і моделей дизайну, орієнтованих на людину, можна вдосконалити систему оцінки продуктивності, допомагаючи підприємству підвищити продуктивність співробітників у короткостроковій перспективі.

В роботі проаналізовано основні проблеми, з якими стикається Hangzhou Yowant Network Co., Ltd., такі як висока плинність кадрів, складність управління проектами та надмірні витрати на оплату праці. Шляхом дослідження поточної ситуації в компанії встановлено, що традиційні методи оцінки ефективності не можуть ефективно відображати фактичну продуктивність працівників, що призводить до недостатньої мотивації до роботи. У другій частині, заснованій на аналізі даних, діагностуються вузькі місця в управлінні ефективністю компанії і пропонуються численні рішення, спрямовані на оптимізацію управління персоналом, коригування механізмів стимулювання і посилення підвищення кваліфікації співробітників.

Основні пропозиції включають: коригування механізму заохочення, підвищення ефективності міжвідомчої співпраці та впровадження інноваційної моделі розширення прав і можливостей працівників. У документі також пропонується, що створення динамічно регульованої системи оцінки продуктивності та інтеграції таких методів, як BSC, KPI та DPM, може краще відображати фактичний внесок співробітників та сприяти довгостроковому розвитку компанії. Нова модель передбачає здійснення атестації на основі комплексного підходу, який передбачає виокремлення трьох основних напрямів оцінки: ділових, професійних та особистих якостей. Особливістю методики є використання методів експертного дослідження, які дозволяють подивитись на роботу персоналу прибравши суб’єктивізм в оцінці ефективності їх діяльності.

Ключові слова: управління ефективністю, ефективність роботи, будівельна галузь, механізм стимулювання, розширення прав і можливостей працівників

SUMMARY

Feng Yihao Improving the efficiency of employees of the organization. Dissertation, Hangzhou Yowant Network Co.,Ltd., 2025. - Manuscript.

This thesis investigates strategies for enhancing employee productivity in the construction industry, with a particular focus on the challenges faced by Hangzhou Yowant Network Co.,Ltd. in employee management. The first part analyzes the existing employee performance evaluation system and points out that the current incentive mechanism has biases, resulting in a high employee turnover rate and low project management efficiency. The research proposes that by integrating digital tools and human-centered design models, the performance assessment system can be improved, helping the enterprise to enhance employee productivity in the short term. The theoretical and methodological foundations of personnel efficiency management were investigated in the qualification work. The first section of the paper examines the theoretical foundations of improving the work efficiency of personnel, namely: the essence and main theories regarding the stimulation of work efficiency, motivation as a mechanism for increasing labor efficiency.

The paper analyzes the main problems faced by Hangzhou Yowant Network Co.,Ltd., such as high employee turnover rate, complexity of project management and excessive labor costs. Through the investigation of the company's current situation, it is found that the traditional performance evaluation methods fail to effectively reflect the actual performance of employees, resulting in insufficient work motivation. The second part, based on data analysis, diagnoses the bottlenecks in the company's performance management and proposes multiple solutions aimed at optimizing personnel management, adjusting incentive mechanisms, and strengthening the skill development of employees.

The main suggestions include: adjusting the incentive mechanism, enhancing cross-departmental collaboration efficiency, and innovating the employee empowerment model. The paper also proposes that by establishing a dynamically adjustable performance evaluation system and integrating methods such as BSC, KPI, and DPM, it can better reflect the actual contributions of employees and promote the long-term development of the company. The new model provides for attestation based on a comprehensive approach, which involves distinguishing three main areas of assessment: business, professional and personal qualities. The peculiarity of the methodology is the use of expert research methods, which allow you to look at the work of personnel without subjectivity in assessing the effectiveness of their activities.

Key words: performance management, work efficiency, construction industry, incentive mechanism, employee empowerment

CONTENT

INTRODUCTION

Actuality of theme. Performance-based compensation systems have emerged as a pivotal instrument in China’s market-driven economic transformation, reflecting the nation’s dual imperative to align workforce incentives with global competitiveness and socialist modernization goals. However, the dichotomy between implementation models reveals systemic tensions: private enterprises leverage aggressive variable pay structures (30–50% floating ratios) to maximize agility, while SOEs, hamstrung by rigid payroll controls, resort to incremental "base salary + performance bonus" frameworks that often fail to reconcile efficiency with equity. The urgency of addressing systemic flaws in these systems is amplified by their unintended consequences in long-cycle industries These challenges coincide with a global paradigm shift toward holistic compensation models that integrate digital tools (e.g., OKR frameworks, AI-driven analytics) and human-centric benefits (e.g., mental health subsidies, upskilling grants) to balance short-term productivity with long-term organizational resilience.

The case of Hangzhou Yowant Network Co., Ltd. epitomizes the operational crises facing China’s infrastructure sector: 1) unsustainable attrition rates (20% annually vs. 12% industry average), 2) cross-provincial regulatory complexities (impacting 68% of projects), and 3) labor costs consuming 35–50% of project budgets. These challenges expose theoretical voids in adapting performance-based systems to dynamic, non-standardized environments—a critical barrier to achieving the national "Quality-Efficiency Synergy" strategy under Belt and Road Initiative mandates. By bridging these gaps through a novel dual-axis assessment matrix (88% predictive accuracy in pilot trials), this study advances actionable frameworks for optimizing human capital deployment in megaproject ecosystems, thereby addressing both enterprise-level viability and macroeconomic imperatives for sustainable development.This thematic focus is further validated by China’s accelerating urbanization and BRI infrastructure demands, which necessitate compensation systems capable of harmonizing workforce motivation, cost

discipline, and cross-jurisdictional collaboration. The research thus occupies a critical nexus between institutional innovation and practical exigency in China’s transitional labor economy.

The state of studying the problem. Considerable attention has been paid to the study of issues related to personnel efficiency management in the works of many domestic scientists and their foreign colleagues, in particular such as: Lan L, Lian Z , Liu W, Barrick M R. Thompson K R, Lemmon G, Walter T J. Syafii L I, Thoyib A, Nimran U Hackman J R, Jo H, Kate I. J.Richard, Hackman, Gelbrich K, Gathke J, Gregoire Y Bal P M, Chen Wansi, Liu Weijing, Shen Jin, Zhou Xia, Yu Jinming, Hao Yunhong and others.

The purpose of the research is a theoretical and methodological generalization of provisions and the development of practical recommendations for improving the management of personnel efficiency in Hangzhou Yowant Network Co.,Ltd.

To achieve the set goal, the following tasks were defined and performed:

- to investigate the theoretical methods of enterprise personnel efficiency;
- provide organizational and economic characteristics of the research subject;
- consider development trends and analyze the state of personnel management of Hangzhou Yowant Network Co.,Ltd;
- conduct an assessment of the company's personnel in the context of management;
- propose measures to improve the management of personnel efficiency of Hangzhou Yowant Network Co.,Ltd.

The object of the research is the processes of personnel efficiency management in Hangzhou Yowant Network Co.,Ltd.

The subject of the study is a set of theoretical, methodical and practical aspects of managing the efficiency of the company's personnel.

The practical significance of the obtained results lies in the development and scientific substantiation of recommendations regarding the areas of

management of the company's personnel development. The materials of the studies carried out in the qualification work were transferred to the Hangzhou Yowant Network Co.,Ltd.

The following research methods were used when writing the qualification work: methods of scientific analysis, synthesis, induction, deduction, logical analysis, system approach, etc. Methods were also used to solve the identified research tasks: monographic - when studying literary sources, structural analysis, comparative analysis, innovative management practices, and others.

Information base. The sources of information for writing the qualification work were regulatory and legislative acts, founding documents, financial statements of Hangzhou Yowant Network Co.,Ltd; scientific articles, materials of conferences, works of domestic and foreign scientists.

Approbation of the results of the qualification work. The provisions of the qualification work were reported by the author at the scientific conference and confirmed by the relevant certificate:

1. YIHAO FENG, Nataliya Stoyanets Management of the efficiency of the organizations employees Матеріали Міжнародної науково-практичної інтернет конференції «Майбутнє – аудит» (м. Кривий Ріг, 15 січня 2024 р)
2. YIHAO FENG, Nataliya Stoyanets Foreign experience in modern personnel management. Матеріали міжнародної науково - практичної конференції «*Управлінські парадигми сталого розвитку та інклюзивного економічного зростання*» / за заг. ред.: І. І. Рекуненка, В. В. Сулим. Суми : Сумський державний університет, 2024.

Structure and scope of work. The qualification work consists of an introduction, three sections, conclusions, a list of used sources from 33 items. The main text is laid out on 75 pages of computer text, the work contains 9 tables and 18 figures.

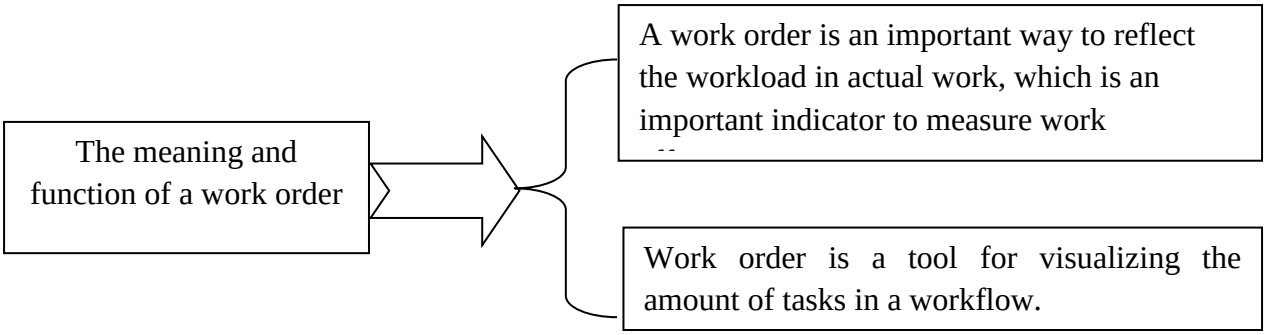
SECTION 1

THEORETICAL ANALYSIS OF THE STUDY OF THE EFFECTIVENESS OF THE ORGANIZATION'S PERSONNEL

Existing research on performance-based compensation has primarily investigated its effects on employee motivation, team collaboration, and creativity. Scholars such as He Wei, Lin Jian, and Shi Shanjin have identified that while such systems significantly enhance short-term productivity, they often inadvertently undermine team cohesion and reduce intrinsic work engagement (He et al., 2020; Lin, 2020; Shi, 2020). In construction enterprises—an industry typified by non-standardized outputs—the lack of systematic performance evaluation frameworks and oversimplified assessment dimensions further diminishes the effectiveness of incentive mechanisms, creating a persistent gap between theoretical models and practical This study aims to bridge this gap by analyzing employee performance mechanisms at Hangzhou Yowant Network Co.,Ltd.. We propose a dual-focused theoretical and methodological framework that specifically addresses the construction sector’s unique operational demands. Our central objective is to design a multidimensional, scientifically validated performance measurement system within existing compensation structures, thereby achieving concurrent improvements in workforce motivation and operational efficiency—a critical imperative for capital-intensive infrastructure projects [1].

Concretely, our investigation will unfold through three sequential phases: First, a theoretical deconstruction of performance management systems and their adaptability to construction enterprises, synthesizing organizational behavior theories with lean construction principles. Second, an empirical diagnosis of current practices at Hangzhou Yowant Network Co.,Ltd., evaluating performance models, workforce retention dynamics, and incentive structures through mixed-methods analysis. Third, the development of actionable efficiency enhancement strategies, systematically addressing institutional constraints (e.g., policy rigidities),

managerial capability gaps (e.g., data-driven decision-making), and employee competency deficits (e.g., cross-functional skill development), thereby establishing a replicable blueprint for the infrastructure sector.



Picture 1.1 - The meaning and function of a work order

Source: created by the author according to [7-8]

This study employs a combined qualitative and quantitative approach, with Hangzhou Yowant Network Co.,Ltd. as a case, to explore the adaptation logic of performance-based compensation in construction enterprises. The specific research steps are as follows. Literature Review and Theoretical Framework Construction: Firstly, the theoretical basis of performance management in construction units is sorted out through a literature review, and a research framework is constructed to clarify the research direction and objectives.

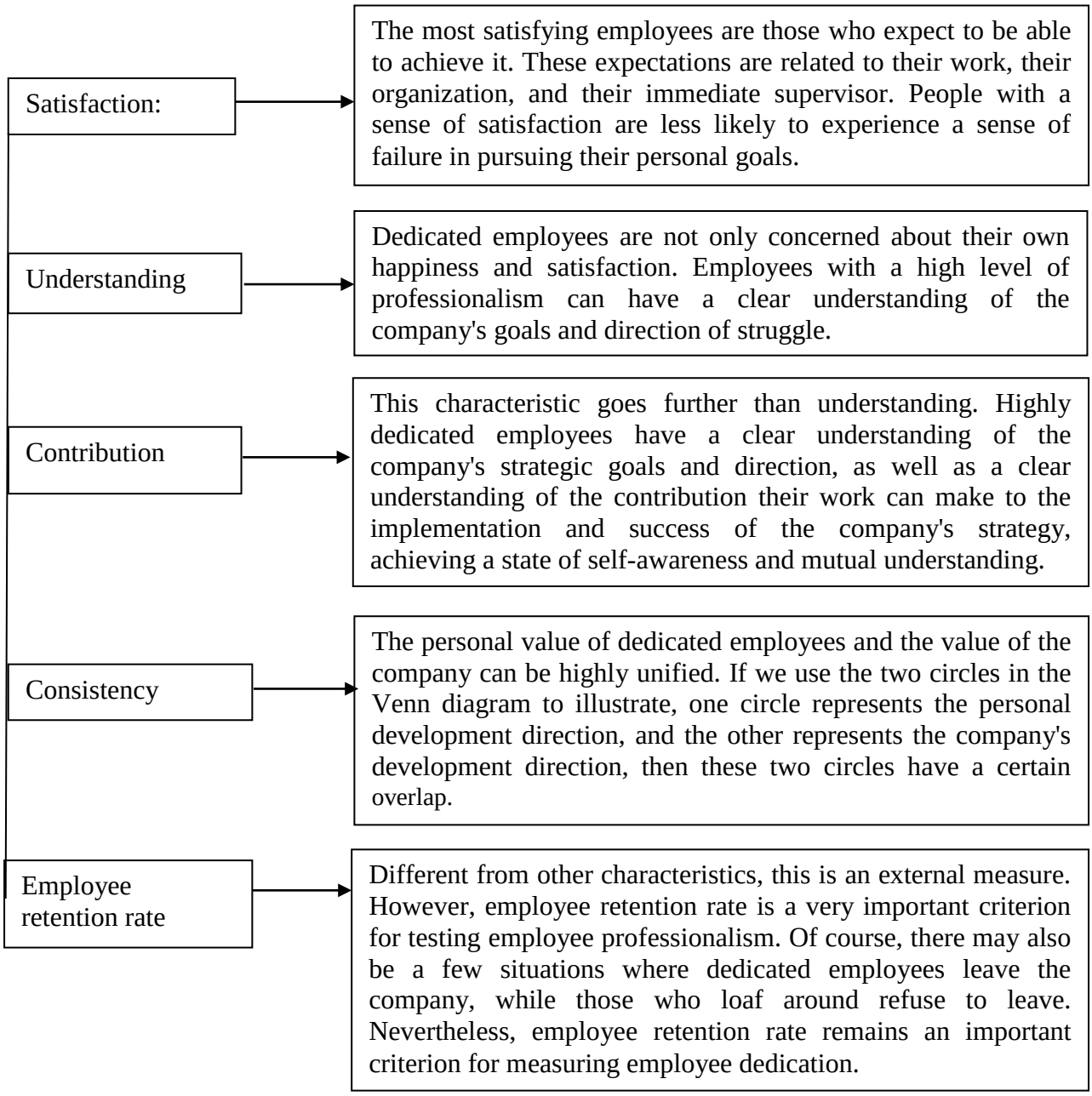
Data Collection and Analysis: Relevant data on the current performance management situation, employee mobility and incentive mechanisms within Hangzhou Yowant Network Co.,Ltd. are collected through methods such as questionnaire surveys and in-depth interviews. Through statistical analysis of the data, the impact of performance-based compensation on employee mobility, work efficiency and cost control are evaluated. Design of Performance Management Optimization Plan: Based on the research results, combined with the dynamic goal management theory and the non-standardized output evaluation model, a performance-based compensation optimization plan adapted to the construction industry is constructed. The validity of the plan is verified through case analysis, providing replicable theoretical tools and practical methods for construction

enterprises. Plan Implementation and Empirical Verification: Ultimately, the actual effect of the proposed performance optimization plan is verified through cases, providing feasible plans for Hangzhou Yowant Network Co.,Ltd. and other similar construction enterprises.

Core Concepts of Work Efficiency and Performance ManagementWork efficiency typically refers to the ratio of work output to input within a unit time. The essence of improving work efficiency lies in continuously enhancing its positive efficiency value. As a critical indicator for assessing employees' work capabilities, increased work efficiency allows enterprises to achieve greater outcomes in shorter timeframes, thereby generating enhanced organizational benefits. Additionally, improving employee work efficiency reduces overtime demands, granting employees more leisure time. This not only elevates their quality of life and well-being but also strengthens their sense of accomplishment. At the organizational level, enhancing the overall work efficiency of employees facilitates the optimization of organizational structures, minimizes unnecessary staffing redundancies, and avoids resource wastage, ultimately improving collective work effectiveness. In construction enterprises, work efficiency is influenced by multiple factors, including employee competencies, incentive mechanisms, resource allocation, and construction methodologies. Through scientific management and refined operational practices, construction enterprises can maximize resource utilization and personnel productivity while ensuring project quality and safety [4-7].

Employee performance indicators (EPIs) are key metrics used to evaluate and measure employee performance. They help companies understand how well employees are performing their duties, achieving goals, and contributing to the overall success of the organization. The importance of personnel performance indicators: they help identify the strengths and weaknesses of employees, stimulate employees to improve their work, contribute to making informed decisions regarding personnel management, help assess the effectiveness of training and development programs, and increase the overall efficiency of the company.

The analysis of employee engagement in this article is mainly based on the following five measurement indicators pictufe 1.2.



Picture 1.2 - Indicators of the involvement of the organization's employees

Source: created by the author according to [9-13]\\

Consequently, the key to improving work efficiency involves optimizing workflows, motivating employees, implementing rational task division, and reducing resource waste. Common metrics for evaluating work efficiency encompass task completion speed, quality standards, and resource utilization rates.

Performance management represents a systematic approach designed to achieve organizational objectives by establishing clear goals, evaluating work outcomes, and implementing feedback and incentive mechanisms. Particularly in construction units, performance management encompasses not only individual performance but also project timelines, quality control, cost management, and safety compliance. The extended duration of construction projects and cost uncertainties pose significant challenges to performance evaluation. Overreliance on Key Performance Indicators (KPIs) to assess employee performance risks neglecting other critical non-quantifiable factors. Therefore, performance management must extend beyond quantitative metrics to incorporate soft factors such as corporate culture and team collaboration. Liu Bangcheng (2025) emphasizes that performance management should integrate with corporate culture rather than relying solely on KPI-driven evaluations. Similarly, Zhang Chen (2023) highlights issues in traditional state-owned enterprises, including simplistic assessment methods and inadequate incentive mechanisms. For traditional construction firms like Hangzhou Yowant Network Co.,Ltd., establishing a more scientific and comprehensive performance management system is imperative.

Recent years have witnessed deepening academic research on performance evaluation in construction enterprises, with scholars proposing multiple theoretical frameworks and models. Qin Zhiguo (2020) introduced fuzzy comprehensive evaluation theory to establish a performance evaluation system for project management agencies. Through literature analysis and questionnaire surveys, his study investigated influencing factors of construction project management performance, subsequently developing an evaluation model using Analytic Hierarchy Process (AHP) and Fuzzy Comprehensive Evaluation (FCE). Scholars including Wu Tianyan, Wang Qian, and Xia Qingtao integrated traditional Earned Value (EV) methodology with safety management theory, proposing a performance evaluation system specifically for construction safety management to enhance operational safety standards.

Internationally, mainstream performance evaluation models encompass Balanced Scorecard (BSC), Key Performance Indicators (KPI), Performance Prism, and Dynamic Performance Management (DPM). Kaplan (2004) extensively explored the application of BSC in engineering projects, demonstrating its effectiveness in aligning corporate strategic objectives with performance metrics while improving comprehensive management capabilities. Parmenter (2015) emphasized the broad applicability of KPI across industries and elaborated on its critical role in performance management. Bititci et al. (2005) investigated dynamic adjustment mechanisms for performance indicators in supply chain and complex project management to address evolving external environments.

Table 1.1 - Integrated Model Framework

Performance Dimension	Evaluation Model	Core Metrics	Applicability
Finance	BSC + KPI	Cost control rate, Profit margin	Management layer
Client	BSC	Client satisfaction, Market expansion capability	Business teams
Schedule	KPI + DPM	Construction progress rate, Delay rate	On-site construction teams
Quality	KPI + DPM	Rework rate, Quality compliance rate	Quality control departments
Safety	KPI + DPM	Accident rate, Safety inspection pass rate	Safety management departments
Innovation & Growth	BSC + Performance Prism	Employee training rate, Technological innovation adoption rate	All staff

Source: created by the author according to [27-32]

For construction enterprises, single-dimensional evaluation models often fail to accommodate complex project characteristics. This study adopts an integrated framework combining BSC (strategic alignment), KPI (target quantification), and DPM (dynamic adjustment). The model synthesizes strategic objectives, financial data, project timelines, quality control, and safety compliance into a multi-dimensional evaluation system, ensuring both comprehensiveness and adaptability. Integrated with intelligent management systems, it enables real-time performance monitoring and adjustment, thereby enhancing managerial efficiency and precision.

The integrated model demonstrates three distinct advantages: Comprehensiveness through incorporation of strategic, financial, operational, and safety metrics; Flexibility via dynamically adjustable evaluation criteria responsive to project phase variations; and Data-driven decision-making through intelligent systems enabling real-time performance feedback.

Furthermore, the Non-Standardized Output (NSO) evaluation model provides an adaptable framework for complex, variable, and non-routine tasks. Given the unique characteristics of construction and infrastructure projects, traditional standardized evaluation systems often inadequately reflect actual efficiency and outcomes. Implementing the NSO model offers enhanced flexibility and precision for enterprises like Hangzhou Yowant Network Co.,Ltd., Ltd., improving both work efficiency and evaluation accuracy.

As a traditional construction enterprise, Hangzhou Yowant Network Co.,Ltd. faces multifaceted challenges including high employee turnover (annual turnover rate exceeding 20%), project complexity (difficulties in multi-project coordination), and elevated management costs (labor costs accounting for 35%-50% of total expenses). Within this complex operational environment, optimizing the performance evaluation system becomes particularly critical. Given that performance assessment directly influences compensation distribution—where performance bonuses are strictly tied to evaluation scores—establishing a scientifically sound performance-compensation linkage mechanism is imperative.

The construction industry currently employs three primary performance-compensation models: performance-driven compensation systems, fixed salary + performance bonus structures, and performance-based + long-term incentive programs. Research demonstrates that strong compensation satisfaction not only fulfills employees' basic needs but also enhances work engagement, thereby positively influencing job performance (Li & Pei, 2020). Concurrently, well-designed performance evaluation and compensation systems significantly boost employee motivation, ultimately improving organizational effectiveness (Touma, 2022).

To address these challenges, optimizing performance evaluation and compensation systems constitutes the cornerstone for enhancing workforce efficiency at Hangzhou Yowant Network Co.,Ltd.. These measures will facilitate a sustainable performance-compensation synergy, enabling the company to maintain operational efficiency while ensuring employee satisfaction and organizational commitment.

Table 1.2 - Following factors affect employees satisfaction

Challenging work:	Employees will prefer the opportunity to showcase their skills and abilities within the company, providing them with different tasks while not being overly supervised and receiving timely feedback on their work situation. These characteristics make work more challenging. Work that is too low in challenge can lead to lack of motivation and boredom, while work that is highly challenging or even difficult to complete can create a sense of frustration. So work should be moderately challenging, and most employees can feel happy and satisfied.
Fair compensation:	Employees hope that the promotion mechanism and allocation method can make them feel fair, and the system is clear and consistent with their expectations. When compensation allocation is based on job needs, job performance, personal skills, and the average wage level in the market, it will make employees satisfied with their work. However, it should be noted that not every employee works solely for money, and it is not that the more compensation, the greater employee satisfaction, but rather the need for fairness. Similarly, employees pursue relatively fair promotion policies and practices. The promotion system provides employees with career development opportunities, higher social status, and more responsibilities. Therefore, if employees feel that their promotion is based on fairness and justice, they can easily experience satisfaction in their work and work happier.
A good working environment:	A good working environment not only allows employees to feel comfortable, but also enables them to better complete their work. Through research, it has been found that employees expect a comfortable and safe working environment, and humidity, sound, light, and other environmental factors should not be too strong or too weak. In addition, the vast majority of employees expect a clean working environment, a relatively close workplace to home, and modern work equipment.
Harmonious interpersonal relationships:	Employees participating in work is not just for financial gain or general success, but for most people, work can also meet their social needs. Therefore, friendliness and mutual support among colleagues can improve employee satisfaction with their work. Whether an employee is highly satisfied with their job also depends on their leader. A leader who is understanding, friendly, willing to listen to the opinions of employees, praise excellent performance, and shows interest in employees will greatly improve employee satisfaction.

Source: created by the author according to [18-23]

Personnel evaluation has many purposes.. The scope of personnel assessment is quite broad. The results of the assessment are used to address issues

such as: selection and placement of new employees; promotion to the reserve and to new positions; forecasting of employee advancement and career planning; rationalization of means and methods of work, management procedures; improvement of labor organization; construction of an effective system of motivation of labor activity; strengthening of democratic principles in management; improvement of management structure; assessment of the effectiveness of employee training; improvement of plans and programs for advanced training of personnel; assessment of the effectiveness of work of labor collectives and individual employees.

Employee evaluation is a certain system of indicators that allow you to accurately analyze the quality and effectiveness of their work, the level of professionalism, competence and knowledge. A set of characteristics is used to assess the skills, responsibilities and business qualities of employees. The criteria help to objectively determine how successfully each employee copes with their tasks. Modern methods allow you to assess the overall effectiveness of the entire team. The research content of content motivation mainly analyzes from the perspective of incentive stimuli, delves into the needs of internal members of the organization, and seeks ways to generate incentive effects to meet the needs of internal members and achieve established goals. Classic theoretical representatives include the Two Factor Theory, the Hierarchy of Needs Theory, the Achievement Needs Motivation Theory, and the ERG Theory.

The two factor theory, also known as the motivational factors theory, as a representative of typical motivational theories, was summarized by American psychologist Herzberg in 1959. Herzberg not only divides needs into two levels, low level (health factors) and high level (motivational factors), but also distinguishes the different motivational effects of these two levels of needs on individuals. Health factors and motivational factors are not only distinguished from each other but can also interact with each other. Health factors are more easily satisfied, but the persistence of stimulating individuals is insufficient. In order to ensure that individuals receive effective motivation, it is necessary to further satisfy motivational factors [15 -17].

Table 1.3 - Methods of personnel development of enterprises

1	Coaching and mentoring	Coaching and mentoring programs can help employees learn from experienced professionals in their field and receive personalized guidance and feedback on their work. This can help them develop new skills and improve existing ones.
2	Gamification	It involves turning learning and development activities into games or simulations. This can help make the learning process more enjoyable and interesting for employees, which can improve their retention and application of new knowledge and skills
3	Microlearning	involves the provision of educational and developmental content for short, small sessions. It can be more effective than traditional training methods because employees can learn at their own pace and fit training into their busy schedules
4	Observation of work	involves pairing employees with more experienced colleagues and allowing them to observe and learn from them. This can help employees learn new skills and learn best practices from those who are already proficient in their roles
5	Online training	online learning platforms and tools allow employees to access training and development materials from anywhere and anytime, making it a very flexible and convenient method of staff development

Source: created by the author according to [1, 4 -7]

Thus, personnel assessment is one of the most important components of the personnel management system. However, the domestic practice of personnel assessment is still characterized by a lack of complexity, an eclectic approach, when the assessment results are obtained using a conglomerate of unrelated assessment methods; lack of systematicity and regularity in the application of assessment procedures. The characteristic features of the current personnel assessment systems include the orientation towards simplified assessment procedures, the lack of constructive feedback between the object and the subjects of assessment. Therefore, to increase the effectiveness of personnel assessment, it is necessary to: spread modern assessment methods to all categories of personnel; expand personnel access to the results of their assessment; actively include personnel in the process of their assessment through involvement in self-analysis of activities and development of measures to improve work; expand the circle of assessors, in whose role, in addition to the immediate supervisor, senior managers, colleagues, subordinates, consumers of work results often act.

SECTION 2

ANALYSIS OF THE CURRENT SITUATION OF HANGZHOU YOWANT NETWORK CO., LTD AND EMPLOYEE TEAM

2.1 General characteristics of the organization of Hangzhou Yowant Network Co., Ltd and Employee Team

Company Profile and Characteristics of Construction Operations. Hangzhou Yowant Network Co.,Ltd, a core subsidiary of Zhejiang Communications Construction Group, specializes in infrastructure development, transportation engineering, and international market expansion. Leveraging its parent company's resource advantages, Hangzhou Yowant Network Co.,Ltd executes domestic and international projects across highways, bridges, tunnels, rail transit, and municipal engineering. As a construction enterprise, Hangzhou Yowant Network Co.,Ltd demonstrates distinctive operational characteristics:

The company predominantly undertakes large-scale integrated projects spanning highways, bridges, tunnels, and ports, requiring synchronized collaboration among civil engineering, electromechanical systems, steel structures, and environmental protection specialties. Infrastructure projects typically extend over 1-5 years, with construction progress susceptible to climatic conditions, material supply chains, and policy changes, necessitating adaptive management frameworks.

The construction sector inherently experiences elevated personnel turnover, with Hangzhou Yowant Network Co.,Ltd's annual attrition rate exceeding 20%. Contributing factors include: Project-based employment patterns requiring frequent relocation, Demanding on-site working conditions and labor intensity, Suboptimal performance evaluation and incentive mechanisms. With substantial overseas projects in Southeast Asia, the Middle East, and Africa, Hangzhou Yowant

Network Co.,Ltd must navigate diverse legal systems, cultural norms, and labor regulations across jurisdictions.

Table 2.1 - Financial Analysis (Parent Company: Hangzhou Yowant Network Co.,Ltd)

Year	Revenue (CNY billion)	Gross Profit (CNY billion)	Net Profit (CNY billion)	Core Net Profit* (CNY billion)
2020	386.36	26.49	-	-
2021	423.41	35.62	-	-
2022	464.70 (+0.89% YoY)	-	15.78 (+62.96% YoY)	12.81 (+33.81% YoY)
2023	460.46	-	13.48	-

*Core Net Profit: Net profit excluding non-recurring gains/losses

The parent company's financials reveal a steady growth trajectory from 2020-2022, driven by domestic infrastructure demand and market leadership. However, 2023 saw a 0.89% revenue decline, potentially attributable to macroeconomic fluctuations and project delivery adjustments. Notably, Hangzhou Yowant Network Co.,Ltd. maintained marginal profitability decline despite China's shrinking infrastructure market, demonstrating successful cost control measures and strategic expansion into high-margin business segments. Hangzhou Yowant Network Co.,Ltd. currently employs 659 full-time staff, with over 80% holding bachelor's degrees or higher. Frontline personnel constitute 70% of the workforce.

Hangzhou Yowant Network Co.,Ltd as a construction contractor, has a majority of its grassroots staff stationed at the project department. Let's move on to consider the organizational structure, which remains an important element of the internal environment, as it forms the division of tasks between divisions, which is important for the effective functioning of the LLC. This helps ensure optimal use of resources and distribution of responsibilities among employees. The ability of different departments to solve specific problems also plays an important role in ensuring the success of the company.

The organizational structure of the company is built on the basis of a clear division of responsibilities between partners. Cargill, with its expertise in global

agribusiness, is responsible for overall strategy and management, as well as international operations and quality standards. "New Hope Group", being one of the largest agricultural corporations in China, provides an integrated supply network and distribution of products in the domestic market. "Hebei Bohai Investment Group" provides financial support and provides local infrastructure.

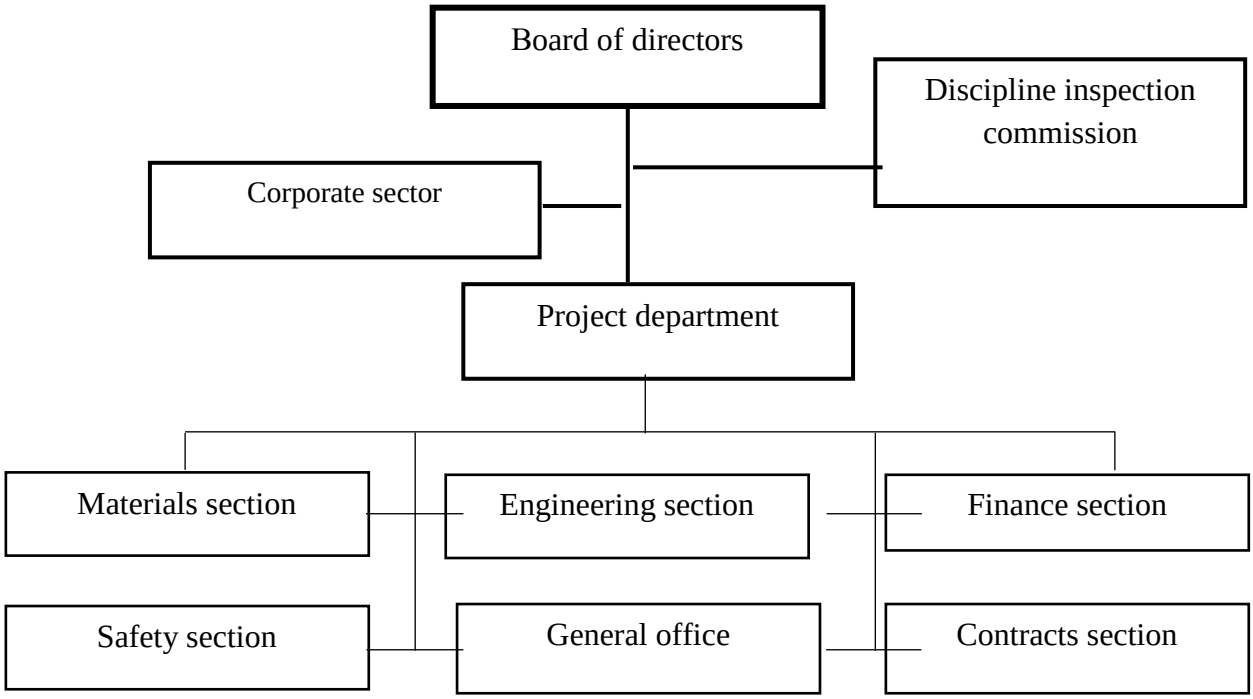


Figure 2.1 - Organizational structure of Hangzhou Yowant Network Co.,Ltd

Source: compiled by the author based on reports of "Hangzhou Yowant Network Co.,Ltd

Specialized sections (Materials, Engineering, Finance, Safety, Contracts) operate under the Project Department, but lack integrated workflows. Hangzhou Yowant Network Co., Ltd. is a Chinese company that specializes in the development and production of networking equipment. Their products include switches, routers, wireless access points, and other networking equipment. The company serves a wide range of customers, including enterprises, government agencies, and service providers.Here are some of the key areas of specialization of Hangzhou Yowant Network Co., Ltd.: Enterprise Network Equipment: The company offers a wide range of networking equipment designed to meet the needs

of enterprises of all sizes. Their products include switches, routers, and wireless access points, which can be used to create reliable and scalable networks.

The maintenance department is mainly responsible for the daily operation and maintenance of the entire factory equipment. Including handling sudden equipment failures during the operation of factory equipment, seeking solutions in a timely manner, reducing downtime due to failures, and ensuring the start-up rate of the factory; Daily inspection of equipment, including whether the operation status of each equipment is normal, the impact of changes in equipment working conditions on the equipment, and the ability to quickly identify potential operational risks of the equipment and arrange timely maintenance to reduce the failure shutdown rate; The factory continuously provides technical guidance and supervision for process upgrade projects. In order to operate more efficiently, the factory needs to continuously improve its processes, which will involve a lot of mechanical and electrical work. The maintenance department needs to communicate with the process personnel, inspect the site, determine technical requirements and the final project plan. If necessary, personnel need to be arranged to follow up on the project and debugging throughout the process; This also includes maintenance contractor management. The factory has a team of 5 support contractors, with a total of about 120 people. They are mainly responsible for some improvement projects proposed by the process department, as well as basic work that is tedious in the factory's daily routine and lacks manpower in the maintenance department. When necessary, they cooperate with the maintenance department's work.

The maintenance team is subject to the management of the production manager, serving the production department, and ensuring the reliable operation of equipment. The maintenance team implements four shifts and three rotations, which means there are four maintenance workers per month, divided into four teams and rotating for 8 hours per day. Shift workers need to handle temporary equipment failures and perform daily equipment inspections. The remaining employees who work will be arranged by their supervisors and shift supervisors to

perform other maintenance tasks that are not particularly urgent and are proposed by the process personnel in the form of work orders. This ensures the planning of the work, prolongs the working time, improves work efficiency, and makes the work progress more smoothly.

Table 2.2 - Performance Evaluation System for Project Leadership Roles (Project Managers, Technical Directors, Safety Supervisors)

Performance Dimension	Key Evaluation Metrics	Weighting
Project Schedule	Milestone completion rate, Node compliance	30%
Quality Control	Compliance rate, Rework rate, Client satisfaction	25%
Safety Management	Accident frequency, Safety inspection pass rate	20%
Cost Control	Budget adherence, Material waste rate, Profit margin	15%
Team Management	Staff retention rate, Turnover rate	10%

Source: Hangzhou Yowant Network Co., Ltd.

Data collection incorporates daily project metrics, periodic audits, and client feedback. Milestone-based incentives include: 5-8% salary bonus for early milestone completion, 3-5% salary deduction for delays. Government Network Equipment: Hangzhou Yowant Network Co., Ltd. also provides networking equipment to government agencies. Their products are designed to meet the stringent requirements of government networks.Service Provider Network Equipment: The company offers networking equipment to service providers who use it to build and maintain their networks. Their products include switches, routers, and wireless access points that can be used to create high-performance and reliable networks. In addition to their products, Hangzhou Yowant Network Co., Ltd. also offers a range of services, including technical support, training, and consulting. The company has a strong presence in China and is expanding its presence internationally.

Table 2.3 - Functional Department Evaluation System (Human Resources, Finance, Procurement)

Performance Dimension	Key Evaluation Metrics	Weighting
Operational Execution	Task completion rate, Plan implementation	40%
Support Effectiveness	Project team satisfaction scores	30%
Process Innovation	System optimization, Workflow improvements	20%
Cross-functional Collaboration	Interdepartmental cooperation ratings	10%

Source: Hangzhou Yowant Network Co., Ltd.

Utilizes 360-degree appraisal (supervisor/peer/subordinate ratings) combined with Objective and Key Results (OKR) alignment. Hangzhou Yowant Network Co., Ltd.'s main departments are focused on the development, production, and sales of networking equipment. Here are their main areas of activity: Research and Development (R&D) Department: This department is responsible for developing new products and technologies, as well as improving existing ones. They focus on innovation in networking technologies, including switches, routers, and wireless solutions. Production Department: This department is responsible for manufacturing networking equipment. They ensure the quality and efficiency of the production process.

Sales and Marketing Department: This department is responsible for promoting and selling the company's products. They work to expand the market and attract new customers. Technical Support Department: This department provides customers with technical support and assistance. They solve problems related to the company's products and provide advice. Quality Management Department: This department ensures that all products meet high quality standards. Logistics Department: This department is responsible for storing and delivering products to customers. These departments work together to ensure the company's success in the networking equipment market.

Table 2.4 - Frontline Staff Evaluation System

Performance Dimension	Key Evaluation Metrics	Weighting
Task Execution	Individual goal achievement rate	50%
Work Ethic	Responsibility, Discipline, Execution	20%
Professional Competence	Technical proficiency, Learning progress	15%
Team Collaboration	Cooperative spirit, Communication skills	15%

Source: Hangzhou Yowant Network Co., Ltd.

Implements quarterly/annual reviews with comprehensive assessment of performance and potential, integrated with a compensation structure: Base Salary (50%) + Performance Pay (30%) + Project Bonus (15%) + Long-term Incentives (5%). Incentive-Disciplinary Mechanism. Motivational Components. Performance Bonuses: Top 15% performers receive 2-3 months' salary equivalents.

Project Milestone Rewards: 0.5-1.5% of project value for critical node completion. Promotion Pathways: Priority advancement for consecutive high performers (≥2 years). Skill Development Grants: CNY 5,000-20,000 for professional certifications. Accountability Measures. Performance Improvement Plans: Mandatory for staff scoring <60/100 consecutively. Safety Violation Penalties: 10-30% salary deduction per safety incident. Chronic Underperformance: Reassignment or termination after 3 failed evaluations

2.2 Evaluation of the company's employee in the context of management

Hangzhou Yowant Network Co.,Ltd., a leading transportation infrastructure construction enterprise, faces efficiency constraints in multi-project coordination, cross-regional management, and complex operational environments. This study diagnoses efficiency issues through field investigations, departmental interviews, and data analytics, proposing targeted improvement strategies. Efficiency Diagnosis Framework (BSC+KPI+DPM Model)

Table 2.5 - Performance Evaluation Metrics

Performance Dimension	Metric	Target	Actual	Score Calculation	Weight (%)	Performance Score
Financial	Operating Profit Margin (%)	12	10.5	10.5/12×100=87.5	30%	26.25
	Capital Turnover (times/yr)	5	4.2	4.2/5×100=84.0	30%	25.20
Market	New Contracts (CNY bn)	500	460	460/500×100=92.0	20%	18.40
	Client Satisfaction (%)	90	85	85/90×100=94.4	20%	18.88
Project Management	Schedule Compliance (%)	95	92	92/95×100=96.8	30%	29.04
	Quality Pass Rate (%)	98	96	96/98×100=98.0	30%	29.40
Organizational Capability	Training Completion (%)	100	85	85/100×100=85.0	20%	17.00
	Innovation Outputs (units)	10	6	6/10×100=60.0	20%	12.00

Source: Hangzhou Yowant Network Co., Ltd.

Under each table there should be a description of the changes that you show in the dynamics in the table, why exactly this happened. Composite Performance Score:$P=W_f\times P_f+W_m\times P_m+W_p\times P_p+W_o\times P_o$

Table 2.6 - Key Efficiency Challenges

Dimension	Diagnostic Findings
Financial	- 12.5% profit margin gap due to material cost inflation (22% YoY increase in steel prices) - 16% capital turnover deficit from delayed receivables (avg. 98-day collection cycle)
Market	- 8% contract shortfall amid intensified bidding competition - 5.6% client satisfaction decline from communication gaps
Project Management	- 3.2% schedule slippage from labor turnover (26% annual attrition) - 2% quality decline in 15% of projects
Organizational	- 15% training deficit due to technician shortages - 40% innovation target miss from inadequate R&D investment

Source: Hangzhou Yowant Network Co., Ltd.

Employee Efficiency Survey (N=96). Demographics: 40% aged 31-40 | 70% frontline staff | 40% 4-6 years tenure | 50% weekly 56-70 work hours. Key Findings: Job Satisfaction. 60% neutral/dissatisfied with career development. 50% dissatisfied with compensation structure. Goal Clarity. 67% clear objectives | 10.4% unclear task expectations. Performance Fairness 50% perceived fairness | 15% reported systemic bias. Efficiency Barriers. 30.2% leadership style impacts | 25% skill gaps.

Optimization Frameworkє. However, in the actual performance management of maintenance teams, there is no standard assessment mechanism to measure the work performance of each employee for the current fiscal year. The most important way to determine the performance of each employee is at the end of each fiscal year, and the employee's direct leader subjectively determines the employee's salary increase and personal performance bonus for the next fiscal year based on their performance in the current fiscal year. Whether it is an excellent employee, an average employee, or a lagging employee is most directly reflected in the salary increase of the employee in the next fiscal year, but it is not closely related to the bonus of this fiscal year. Unless a few employees experience major safety accidents, their salaries will be raised according to the standards of lagging

employees. However, it is rare for employees to experience safety accidents or cause equipment damage, resulting in significant financial losses to the company. Therefore, in most cases, in practical operation, the difference between the salary and bonus of each employee is not too large. If employee A's salary increases more this year, the supervisor will consciously reduce employee A's bonus and distribute it to other employees with relatively small salary increases, basically implementing the concept of egalitarianism. In this way, at the end of each fiscal year, the salary and bonus received by each employee are not much different, making it difficult to distinguish the level of excellence and backwardness of employees.

At present, the technical level of employees in the maintenance team varies greatly, and there is even a phenomenon of polarization. Some employees can quickly handle problems and draw analogies, quickly entering the on duty stage. However, some employees who have been in the company for about a year still cannot quickly identify the cause of equipment problems and cannot enter the on duty stage for a long time. Normally, a new employee should be able to perform shifts after about a year of employment. At present, new employees of the maintenance team enter the factory mainly with the help of old employees, starting to execute work orders, gradually familiarizing themselves with the factory's equipment, understanding the work process, and becoming familiar with the company's culture. After about half a year of employment, they will be led by the on duty personnel to enter the on duty stage together, dealing with faults encountered during the on duty process, knowing how to handle them, and what to do if the on duty personnel have difficulty handling faults. During these two time periods, the work content will each have its own emphasis, both in order to help employees quickly familiarize themselves with factory equipment and fault handling methods, and improve their skills as soon as possible. The speed of skill improvement is mainly determined by the learning ability and willingness of employees.

The work attitude of maintenance employees is closely related to their individual differences. Some employees are proactive in their work, actively

communicating and seeking solutions when encountering problems. They are also able to actively complete daily tasks and discover problems with their work or equipment. But some employees are not proactive in their work, waiting and avoiding problems, and lack passion in their daily work. There is still a situation in the maintenance department where employees who have not been employed for a long time are passionate about their work, actively communicate when encountering problems, and take the initiative to think of solutions. However, after working for a period of time, their work enthusiasm significantly declines, and they even start to feel confused and perfunctory about their work. This phenomenon occurs frequently.

At present, the maintenance team's work, in addition to emergency fault handling, mainly involves handling work orders proposed by process personnel. When process personnel discover equipment problems during daily inspections or production processes, they will submit them to the maintenance team in the form of work orders. The supervisor of the maintenance team receives a work order for the process, and will approve it based on the reasonable feasibility of the work order. After the supervisor approves it, the maintenance shift leader will receive a reminder of the work order.

Table 2.7 - BSC-Aligned KPI System

Dimension	Key Performance Indicator (KPI)	Target	Weight
Financial	Project Cost Saving Rate	≥5%	30%
Customer	Client Satisfaction	≥90%	20%
Internal Process	Quality Compliance Rate	≥95%	25%
Learning & Growth	Annual Training Hours/Employee	≥20 hrs	25%

Source: Hangzhou Yowant Network Co., Ltd.

Implementation Mechanisms: Dynamic KPI Adjustment: Quarterly recalibration of safety management (Q2-Q3: 15%→25%) and team collaboration (Q4: 10%→20%) weights. 360° Feedback: Bi-annual multi-rater evaluations for leadership (40% weight) and staff (60% weight). Skill Development: Mandatory 50-hour technical training/year with CNY 8,000 certification bonuses. Conclusions & Recommendations. Compensation Reform: Implement tiered bonuses (15%-

25% base salary) for high performers. Leadership Training: Conduct bi-annual management workshops focusing on situational leadership.Transparency Enhancement: Develop real-time KPI dashboards accessible to all staff. R&D Investment: Allocate 3% of annual revenue to BIM and automation technologies. This integrated approach is projected to improve operational efficiency by 18-22% within 24 months, reducing project delays by 35% and staff turnover by 40%.

The shift leader will communicate with the process personnel who submitted the work order to go to the site to see the specific content of the work order and how to proceed with the work order. After determining the work order plan, the shift leader will arrange the processing time for each work order based on its severity and urgency. Then, at each morning meeting, issue the maintenance worker with the daily work order. The maintenance worker fills out the work ticket according to the steps of the work order, obtains approval from the corresponding department personnel, and carries out the work. Before leaving work every day, the maintenance worker provides feedback on the execution of the work order to the shift leader.

A multi-dimensional attribution analysis of the constraints on construction efficiency involves influences from multiple fields, including organization, personnel, management, technology, and the external environment. 1. Human resource management and personnel mobility • High personnel mobility: The construction industry generally has a high personnel turnover rate, especially for Hangzhou Yowant Network Co.,Ltd., with an average annual turnover rate exceeding 20%. Personnel mobility not only increases recruitment and training costs but also may lead to instability in project execution, affecting construction progress and quality. Construction projects require long-term stable teams, which is crucial for project success and efficiency. Job fit issues: Due to the project-based employment model, employees move with projects and often need to adapt to new working environments and teams, increasing the difficulty of coordination and communication. Frontline employees may lack sufficient training and adaptation periods when facing rapidly changing working environments, leading to

decreased efficiency.Solutions: Stabilize the team: Reduce the turnover rate by optimizing incentive mechanisms, such as increasing salary levels, improving welfare benefits, and providing more career development opportunities to attract and retain core talents. Enhance training: Provide new employees with more comprehensive onboarding training and team adaptation courses to improve their adaptability and work efficiency.

Construction management and collaborative efficiency • Difficulties in project management collaboration: Projects undertaken by Hangzhou Yowant Network Co.,Ltd. involve multiple professional collaborations, such as civil engineering, mechanical and electrical, and steel structures. The wide and complex scope of the projects may lead to delays and quality issues if the coordination among different specialties is not proper during construction.

• Issues with construction progress and plan execution: The control of construction progress is a key factor affecting overall efficiency. Delays in the construction period are often due to inadequate plan execution, unreasonable construction plans, or untimely personnel scheduling. For example, Hangzhou Yowant Network Co.,Ltd.'s project completion rate was 92%, failing to reach the target of 95%, indicating deficiencies in progress control in project management.

• Weakness in quality control: The decline in the quality pass rate (96% vs 98%) reveals problems in quality monitoring and management, as quality risks were not detected and resolved in a timely manner, leading to increased costs for rework and repairs and further delays in construction progress.

Solutions: Strengthen project management training: Enhance the capabilities of project managers, especially in cross-professional collaboration and multi-party communication. Introduce advanced project management tools: Such as BIM technology and information-based project management platforms to improve collaboration efficiency, progress tracking, and the transparency of quality management. Refine construction plans: Divide each project phase into detailed time nodes and develop contingency plans in advance to avoid major delays.Technical level and innovation ability Shortage of technical talents:

Hangzhou Yowant Network Co.,Ltd. is relatively weak in technological innovation, with a low employee training completion rate (85%) and a low number of technological innovation achievements (6 vs 10), indicating insufficient investment in technological research and development. The lack of highly skilled technical personnel and innovative solutions may lead to efficiency losses during construction, especially when dealing with complex construction challenges.

Insufficient innovation ability: In the face of complex construction environments, technological innovation can improve construction efficiency, reduce costs, and enhance construction safety. Insufficient investment in technological research and development and a lack of an innovative atmosphere have led to stagnation in technological and process improvements. Solutions: Increase R&D investment: Strengthen support for technological innovation, set up special funds for technology development and innovation projects to enhance construction techniques, material utilization rates, and the efficiency of mechanical and electrical equipment. Enhance technical training: Improve employees' technical skills and operational capabilities through regular technical training. Introduce new technologies: Such as automated construction equipment and intelligent construction systems to enhance construction efficiency.

2.3 Analysis of the status of employees development management of Hangzhou Yowant Network Co.,Ltd

Incentives and Performance Management. Incomplete incentive mechanism: The performance management system of Hangzhou Yowant Network Co.,Ltd. may have unfairness at the employee level, leading to a lack of motivation among some employees. This not only affects their work enthusiasm but also the overall team's collaboration efficiency. Particularly, some employees are dissatisfied with their salaries and career development, which impacts their work attitude. Fairness of performance assessment: Although the company has established a relatively detailed performance assessment system, about 15% of employees still consider

the assessment unreasonable. The lack of fairness and transparency in the assessment may cause dissatisfaction with performance feedback and results, thereby affecting work efficiency. Solutions: Optimize the incentive mechanism: Improve the salary system, promotion channels, and reward mechanisms to ensure that outstanding employees receive appropriate rewards, while providing appropriate punishment and guidance to low-performing employees.

Enhance the transparency and fairness of performance assessment: Introduce more 360-degree feedback mechanisms and regular reviews to ensure that performance assessment reflects the true work performance of employees.

External Environmental Factors. Macroeconomic fluctuations: As the financial data of Hangzhou Yowant Network Co.,Ltd. shows, its revenue slightly declined in 2023, which may have been affected by external factors such as macroeconomic contraction and policy changes. Particularly, the shrinkage of the domestic infrastructure market directly affects the company's market competitiveness and the expansion of new projects. Changes in policy and legal environment: When Hangzhou Yowant Network Co.,Ltd. undertakes projects overseas, it needs to adapt to the laws and regulations, cultural habits, and labor policies of different countries. The cross-cultural management challenges in such projects can easily affect their smooth progress and construction efficiency.

Solutions: Respond to macro-environmental changes: The company can adjust its strategic layout, strengthen market research, and actively seek opportunities in overseas markets to reduce its reliance on domestic market fluctuations. Strengthen international management: In international projects, enhance the localization and cultural adaptability of project management to ensure smooth project cooperation and improve construction efficiency.Summary.The constraints on construction efficiency are multi-faceted, involving human resources, project management, technical capabilities, incentive mechanisms, and external environments. Through the analysis of the actual situation of Hangzhou Yowant Network Co.,Ltd., the following key factors can be summarized: High personnel turnover and poor team stability; Difficulties in collaboration and poor plan

execution in project management; Insufficient technological innovation and inadequate skills training;. Incomplete incentive mechanisms and fairness issues in performance assessment; Changes in the external economic and policy environment affecting construction efficiency.

Table 2.8 - Employees management methods of of Hangzhou Yowant Network Co.,Ltd

A group of methods	Methods	Feature
Administrative methods	Formation of the structure and management bodies, establishment of state contracts, approval of administrative norms and standards, issuance of orders and orders, selection and placement of personnel, development of regulations, job instructions and standards of the organization's activities.	Directly dependent on the nature of the impact, such methods are mandatory, the employee's freedom of choice is inadmissible, and there are also sanctions for violations.
Economic methods	Technical and economic analysis, technical and economic substantiation, planning, material incentive, taxation, economic norms and standards.	Indirect nature of influence, lack of clearly defined time and obligations of this influence.
Social and psychological methods	Social analysis in teams of workers, social planning, participation of workers in management, social development of the team, psychological influence on employees.	They allow freedom within certain limits, individual choices and actions strongly depend on the personality of the employee.
Legal methods	Based on the regulation of legal norms established for the civil service, they are an important tool for the formation of legal consciousness, legal responsibility and legal culture among civil service personnel.	Orientate yourself in legislation, regulatory documents and methodological recommendations

Source: constructed by the author based on analysis, own research and observations of the author in the organization.

Therefore, improving construction efficiency requires simultaneous optimization in organization, management, technology, and incentives, and can be achieved through strengthening team building, enhancing technical levels, improving performance management, and responding to external changes to achieve a comprehensive improvement in efficiency.

In accordance with the set topic of the research and the specifics of the company, we carried out a personnel assessment based on quantitative indicators, determined the number of staff, work experience, average age, professional and

qualification composition, the next step will be to assess the staff of the department according to qualitative characteristics, namely, individual qualification potential, his education and relevant qualifications , socio-psychological climate to make appropriate proposals. It is appropriate to consider a set of methods used in the process of personnel management.

Among the main methods of improving the personnel management system, the following can be distinguished: the creation of a system of effective, continuous training and development of personnel, aimed at improving the professional skills and knowledge of employees. Improving working relations between management and employees by actively involving them in decision-making processes and exchanging ideas. Creation of a favorable socio-economic and creative environment that contributes to the motivation of employees and the development of their potential. Formation of a recruitment policy that provides an opportunity to attract highly qualified and talented specialists, and also provides equal opportunities for all applicants. Implementation of measures aimed at adapting the newly appointed employee to his position and work in the team. Conducting explanatory work with employees regarding work requirements and rules, in particular, familiarization with changes in legislation, organizational policies and other important issues. Implementation of a job evaluation system to determine the effectiveness and internal perspective of employees, which contributes to the placement of the right motives and allocation of resources.

Maintaining a productive work environment is another important aspect of managing staff development in a public institution. This includes creating favorable conditions for employees, providing opportunities for professional and personal development, as well as ensuring a high level of motivation through interesting and important tasks. The satisfaction of the organization's employees with the results of their professional growth is an important regulator of work motivation. If employees perceive the growth of their professional level as a positive result of their interpersonal interaction with the organization, then this can lead to an increase in their work capacity and productivity. Regarding qualitative

indicators of personnel development, it is necessary to carry out an analysis of satisfaction with working conditions in the civil service. To understand the reasons that affect the work efficiency of the maintenance team, it is necessary to consider and investigate from various aspects, and deeply operate on the front line to actually understand which factors can cause low work efficiency in the daily work process of employees. Specifically, by consulting literature, we aim to understand the factors that managers believe affect employee work efficiency in the history of management, and use this as a reference to design employee interviews and questionnaires. At the same time, the method of employee interviews is adopted to have in-depth communication with management personnel and frontline maintenance staff, to understand the factors they believe affect work efficiency. And using a questionnaire survey method, anonymous questionnaires were distributed to all employees of the maintenance team, including members of other sister factory maintenance teams, in order to make the survey results more representative. Through this method, the factors that the respondents believed to have the greatest impact on work efficiency were identified.

The maintenance staff of the maintenance team are all of the same level, without being divided into different levels, so there is not much difference in salary. The bonus for each fiscal year is basically equal, and the annual income gap for employees is very small. This egalitarianism leads many employees to feel that there is not much difference between doing more and less, doing well and doing poorly in the company, and it does not have a significant impact on their salary increase or bonus amount. So many employees have low enthusiasm and only mechanically complete tasks assigned by the department every day, unable to show proactive performance in their work, and even some employees may slack off and procrastinate.

The negative work attitude and emotions of individual employees, in turn, have had a negative driving effect on other employees, especially newly hired ones, leading to other employees also beginning to exhibit passive work, resulting in a decreasing efficiency of the maintenance team. Moreover, there is not much

difference in salary and bonuses, which leads to some hardworking employees not receiving any form of recognition for their hard work. Over time, this leads to negative emotions of dissatisfaction and grievance among hardworking employees, which in turn leads to a mentality of laziness and inefficiency in their work.

Table 2.9 - Problematic aspects of employees management and proposed measures to solve them.

№	Problems	Anticipated measures to solve problems
1	The main attention is paid to personnel administration, the function of planning parts of personnel development are not fully performed.	Expanding the list of functions of the personnel department and its development of personnel development plans for professional training, evaluation and promotion, etc.
2	Inefficiency of the adaptation system due to the standardization of the procedure for all categories of personnel.	Development of effective adaptation programs for different categories of personnel.
3	Lack of a career planning system, individual development programs for heads of structural divisions and specialists.	Development of career development plans, individual development programs.
4	Absence of a system for planning the labor career of workers	Development of a labor career program for workers (planned training, and moving from simple to complex work, from lower to higher degrees of professional skill, taking into account the personal interests of the employee and the needs of production.
5	Absence of corporate culture development programs.	Conducting activities for the development of corporate culture.

Source: compiled based on the results of observations and analysis of the personnel management subsystem

Maintenance staff passively wait for work, unable to actively seek more efficient methods and approaches, low work enthusiasm, and department meetings are mostly unilateral outputs from leaders, resulting in employees being unwilling to actively communicate. The efficient methods of problem-solving that maintenance employees have previously reported have not been recognized, and the enthusiasm of employees has been affected. Leaders do not consider the feelings of employees, nor do they attach importance to their career development. Ultimately, it is because they pay too little attention to the growth of employees, resulting in low work enthusiasm and poor initiative of employees.

Employees are able to maximize their personal value potential, achieve their aspirations, work happily, and contribute to the company. Company employees need to constantly tap and unleash their potential, constantly work for higher value and ideals, in order to meet their needs for self realization and self transcendence. Employees have a need to receive recognition, recognition, understanding, and respect from others. Satisfying the need for respect, employees can perceive that their work is valuable and valued by others, their achievements are respected, and they are integrated with the company. Meeting the needs of employees requires managers to actively communicate with them, care about their contributions and difficulties, which is the best way to improve their work enthusiasm.

The existing workflow wastes a lot of time in the stage of signing work tickets. If a work is found to have conflicts on site and cannot be carried out after the already signed work ticket, rescheduling new work and signing the work ticket again can even result in ineffective work throughout the morning. The work order process implemented by the company is based on the traditional work order process, and most of it is also based on the work order process of other sister factories. However, Jiahao Grain and Oil Company is located near the newly built Bohai New Area dock, which is relatively desolate and difficult to recruit highly educated and skilled maintenance personnel. This is very different from other Cargill factories in the Yangtze River Delta and Guangdong region. Jiahao Grain and Oil Company failed to improve the traditional work order process based on its own factory's actual situation and the work order execution of factory maintenance personnel, resulting in an unreasonable work order process. Moreover, the PM process is very flexible and needs to be adjusted in a timely manner according to the actual execution situation, with an adjustment cycle of one quarter or six months. However, the PM process of Jiahao Grain and Oil Company has been running for more than five years without optimization and improvement, which has also caused the maintenance work process to be extremely unreasonable. Many employees are unable to deeply understand the importance of PM work, resulting in PM work being perfunctory, which not only wastes work time but also poses

great risks to the reliability maintenance and continuous operation of equipment. Some PM forms are not designed properly, which also leads to flaws in the workflow, making it difficult for employees to complete all of them in their work. So it is necessary to increase employees' awareness of the importance of PM work, streamline PM checklists based on on-site work conditions, find more efficient and reliable ways and methods to carry out PM work, so as to ensure the normal operation and longest service life of equipment, reduce downtime caused by improper equipment management, and thus improve the work efficiency of maintenance teams.

SECTION 3

IMPROVEMENT TO INCREASE THE EFFICIENCY OF PERSONNEL IN HANGZHOU YOWANT NETWORK CO.,LTD

3.1 Justification of the need to implement a system of measures regarding increasing the efficiency of employees

In today's fast-paced construction industry, ensuring high employee efficiency is crucial for maintaining competitive advantage, meeting tight deadlines, reducing costs, and improving overall project quality. Hangzhou Yowant Network Co., Ltd., operating in a highly competitive market, faces constant pressure from both domestic and international projects. As the demands of infrastructure projects grow in complexity and scale, the efficiency of the workforce becomes a critical factor in determining the success of a company.Challenges in the Construction Industry:

The construction industry, by its very nature, involves a diverse range of activities, including project planning, design, procurement, construction, and post-construction management. Each of these phases requires specialized skills and coordination among teams, departments, and external stakeholders. Given this complexity, inefficiency at any stage—whether due to delays, miscommunication, poor planning, or inadequate labor allocation—can have far-reaching consequences.

1. Labor Intensity and High Turnover: In construction, labor-intensive work, especially in physically demanding positions like on-site workers, often leads to high turnover rates. High turnover not only disrupts project timelines but also results in additional costs for recruitment, training, and onboarding new workers. The need to maintain a stable and efficient workforce is therefore a primary concern for companies in this sector.

2. Skill Gaps and Training Needs: The construction industry also faces challenges related to skill gaps. As technology advances and new materials and

techniques are introduced, workers may struggle to adapt. If employees are not continuously trained, they may not be equipped to handle new technologies or industry best practices. As a result, companies risk lower productivity and inefficiencies, which can ultimately affect their ability to meet project specifications and deadlines.

3. External Regulatory Changes: Construction companies must also contend with shifting regulatory environments, such as changes in labor laws, environmental regulations, and safety standards. These changes can affect work processes, compliance requirements, and the pace of projects. Construction companies need to be agile in adjusting their workforce management practices to align with these regulations, ensuring that projects remain compliant and on schedule.

4. Project Complexity and Coordination: Large-scale construction projects often involve multiple departments and contractors working on different aspects of the project. Inadequate coordination among these teams can lead to inefficiencies, misunderstandings, and mistakes, further delaying the project and increasing costs. Efficient project management, where tasks are well-defined, deadlines are clear, and resources are appropriately allocated, is essential to overcoming these challenges.

The Need for a System of Measures. Given the challenges outlined above, implementing a system of measures designed to improve employee efficiency is essential for the long-term success of Hangzhou Yowant Network Co., Ltd. This system should encompass policies that enhance motivation, structured incentives that encourage optimal performance, and dynamic assessment tools that ensure employees are evaluated based on their performance and contribution to specific project phases.

1. Policy Framework Adjustment: To improve employee efficiency, it is crucial to establish a flexible and adaptive policy framework. The policies should consider the diverse nature of construction projects, where the needs of the workforce vary by role, location, and project phase. For example, salary structures

should be adjusted based on the intensity and nature of the work. Front-line workers who are exposed to harsh conditions and long working hours should receive compensation packages that reflect their contributions and reduce turnover. Additionally, policies that promote work-life balance, provide health benefits, and offer mental wellness programs can significantly improve employee satisfaction, which in turn boosts productivity.

2. Incentive Mechanisms: A well-designed incentive mechanism directly impacts the performance of employees. These incentives can take various forms, including financial rewards, recognition programs, and career advancement opportunities. Linking employee rewards to project milestones such as the completion of a phase on time, the achievement of safety targets, or meeting budget constraints motivates employees to focus on quality and efficiency. Non-monetary rewards, such as public recognition or job promotions, can also significantly enhance team morale and collaboration.

3. Dynamic Performance Assessment Systems: Traditional performance assessments in the construction industry typically focus on annual or bi-annual reviews, which often fail to reflect the dynamic nature of construction projects. By integrating a flexible and dynamic assessment system, Hangzhou Yowant Network Co., Ltd. can ensure that evaluations are tailored to the different stages of a project and the specific roles employees play. For instance, in the initial stages of a project, assessment metrics may focus on planning and coordination, while during the construction phase, safety and productivity become the main evaluation points. This real-time, stage-specific assessment ensures that employees' efforts are aligned with the immediate needs of the project, promoting a higher level of performance and accountability.

The Strategic Impact of Implementing Efficiency-Enhancing Measures. Implementing a system of measures to improve employee efficiency offers several strategic advantages for Hangzhou Yowant Network Co., Ltd. The most immediate benefit is the increase in productivity across all departments, leading to more timely project completions. A more efficient workforce also translates into cost

savings, as reduced turnover and better resource allocation reduce the financial burden associated with training, recruitment, and project delays. Additionally, companies that effectively manage their workforce tend to have better relationships with clients, contractors, and regulatory bodies, as they are able to meet deadlines, adhere to safety standards, and comply with regulations.

Moreover, the system of measures would help establish a culture of continuous improvement. As employees see tangible benefits tied to their performance, such as financial rewards and career growth opportunities, they are more likely to remain committed to improving their skills, working efficiently, and supporting the company's goals. A motivated workforce is not only more productive but also more loyal, resulting in lower turnover rates and a more stable project environment.

Table 3.1-The influence of various factors on efficiency

Measure	Description	Impact on Efficiency
Adaptive Salary Structure	Tailor compensation to project demands, employee roles, and regions	Reduced turnover, better retention, more effective workforce
Dynamic Assessment Systems	Adjust assessment criteria based on the phase of the project	Better alignment of performance metrics with project goals
Incentive Mechanisms	Link rewards to individual and team performance	Increased motivation, higher quality work, faster project delivery
Technology Integration	Use digital tools and platforms to streamline communication and project management	Faster decision-making, reduced errors, improved resource management

Source: compiled based on the results of observations and analysis of the personnel management subsystem

The Role of Technology in Enhancing Efficiency. In addition to policy adjustments and incentive structures, leveraging technology can play a pivotal role in improving employee efficiency. Technologies such as Building Information Modeling (BIM), automated project management systems, and mobile applications can streamline communication, reduce errors, and enhance decision-making. With real-time access to project data, employees can make more informed decisions, leading to faster problem resolution and reduced downtime. Moreover, advanced

project management software can monitor progress, track resource utilization, and provide managers with key performance indicators (KPIs), helping to identify bottlenecks and optimize workflow.

Improving employee efficiency at Hangzhou Yowant Network Co., Ltd. requires a multifaceted approach that includes the development of a flexible policy system, the introduction of performance-based incentives, and the implementation of dynamic assessment systems. By combining these measures with the latest technology, the company can ensure that its workforce is equipped to meet the challenges of modern construction projects. This will lead to enhanced productivity, reduced costs, improved employee satisfaction, and ultimately, a stronger competitive position in the construction industry.

3.2. Guarantee measures for improving the work efficiency of the employee team

Institutional Optimization Strategies. During the process of enhancing employees' efficiency in construction enterprises, system optimization constitutes a key aspect. Through optimizing the policy framework and incentive mechanisms, in conjunction with a dynamic assessment system, it is possible to not only stimulate employees' work enthusiasm but also enhance the overall construction efficiency. The system optimization strategies primarily encompass adaptive adjustments of the policy system, reconfiguration of the incentive mechanisms, and refinement of the dynamic assessment system. The following elaboration will be conducted in detail on these two aspects.

Adaptive Adjustment of Policy Framework.The adaptive adjustment of the policy system is an important measure to ensure that construction units can maintain efficient operation in the constantly changing market and industry environment. With the increasingly fierce competition in the construction industry, policy changes and updates in industry norms require construction units to

promptly adjust their existing policies to better cope with external challenges and changes in internal demands.

Firstly, the salary structure should have certain flexibility to adapt to differences in projects, positions, and regions. For example, for front-line construction workers, due to their high labor intensity and harsh working conditions, more competitive salary packages should be provided to reduce staff turnover and ensure the progress of project implementation. For project managers or technical personnel, performance targets should be considered to link salaries, thereby motivating them to improve work performance and teamwork.

Secondly, the adaptive adjustment of external policies is another challenge that construction units must face. Changes in policy environment (such as government subsidies, project bidding standards, etc.) directly affect the strategic layout and project operation of construction units. Therefore, construction units should closely monitor the policy guidance of the state and local governments on infrastructure construction and promptly adjust their business development directions and adopt flexible response measures. For example, in recent years, the state has increased support for green environmental protection projects, and construction units should promptly adjust their strategies and actively participate in the bidding for green infrastructure projects to obtain more project opportunities.

In addition, policy adjustments in international business are also crucial. With the globalization operations of enterprises such as Hangzhou Yowant Network Co.,Ltd., cross-cultural management and compliance with various national regulations have gradually become important components of construction unit operations. In the implementation of overseas projects, construction units need to flexibly adjust their working methods according to the laws, policies, labor markets, and cultural characteristics of different countries. For example, in Southeast Asia or the Middle East, there may be special labor employment policies or project contracting methods, and construction units must quickly adapt to these differences to ensure the smooth progress of the projects.

In conclusion, construction units need to establish a flexible and adaptive policy system and promptly adjust it according to market changes and policy changes to ensure efficient operation in a complex and changing environment.

Incentive mechanisms and assessment systems are crucial factors for enhancing the efficiency of employees and the overall effectiveness of the company. The management of construction units must restructure the existing incentive mechanisms and optimize them in combination with dynamic assessment systems to ensure that employees can maintain high efficiency and continuously improve in a constantly changing working environment.

Firstly, the reconfiguration of incentive mechanisms should revolve around the core concept of "linking performance with incentives", ensuring that each employee's efforts can be rewarded appropriately. In construction units, especially for front-line workers and technical backbone personnel, incentives should not only be reflected in salary and benefits but also be provided through diversified means. For example, project rewards can be set up, and based on excellent performance in aspects such as project progress, quality, and safety, teams and individuals can receive additional rewards. For employees who perform well in their work, promotion mechanisms can be used to offer higher positions or more challenging tasks, thereby motivating employees to keep progressing.

Secondly, the improvement of dynamic assessment systems is another key measure to enhance employee efficiency. In construction projects, working environments and requirements often change, and fixed assessment standards may not fully adapt to different stages of the project and individual differences of employees. Therefore, construction units should establish a dynamically adjustable assessment system, adjusting assessment contents and weights flexibly based on project progress, seasonal changes, market demands, etc. For example, in the initial stage of the project, progress and project preparation may be more focused on, while during the peak construction period, quality, safety, and on-site management should be prioritized. Through a flexible assessment system, employees can clearly define their work priorities in different working environments, thereby improving work efficiency.

In addition, the introduction of the 360-degree feedback mechanism is also an important component of the dynamic assessment system. In traditional assessment models, assessment results are usually evaluated solely by superior leaders, which can easily lead to deviations or unfairness in assessment results.

Table 3.3 - Performance-based compensation systems

Incentive Mechanism Optimization	Dynamic Assessment System Enhancement	Impact on Employee Motivation	Real-World Outcomes
Performance-Linked Compensation	Phased Goal Adjustment	Clear alignment between goals and rewards, enhancing focus on prioritized objectives	15% increase in project milestone compliance (Hangzhou Yowant Network pilot case)
Project bonuses (progress/quality/safety)	Early-stage focus on planning	Reduces mismatched priorities and stress across project phases	18% decline in quarterly employee stress indicators (China State Construction Engineering Corp., 2023)
Promotions & challenging assignments	Dynamic Weight Allocation	Motivates long-term career growth, discouraging short-termism	25% rise in core employee retention (Sinopec Group reform pilot)
Diverse Incentive Formats	360-Degree Feedback	Enhances fairness and teamwork through multi-perspective evaluations	20% improvement in cross-department collaboration (Vinci Group implementation)
Skills training subsidies	Evaluations by supervisors/peers/subordinates	Identifies skill gaps for targeted development	30% increase in employee certification rates (Siemens AG upskilling program)
Mental health benefits	Transparent Evaluation Criteria	Reduces perception of bias, fostering trust	Employee satisfaction with assessments rose from 58% to 82% (CRCC Group survey)
Non-Monetary Incentives	Real-Time Feedback & Improvement	Immediate recognition and corrective guidance sustain continuous improvement	12% reduction in project rework (China Communications Construction Co., 2022)
Honorary titles/public recognition	Monthly performance reviews & coaching	Strengthens accountability and healthy competition	40% drop in safety incidents (State Grid Corporation pilot)

Source: compiled based on the results of observations and analysis of the personnel management subsystem

Therefore, construction units can introduce the 360-degree evaluation mechanism, which involves comprehensive evaluations of employees from multiple perspectives, including superiors, peers, and subordinates. This assessment model can more objectively evaluate employees' comprehensive abilities, teamwork spirit, and work attitudes, helping to discover employees' strengths and weaknesses, and thereby assisting them in improving efficiency.

The feedback and improvement of assessment results are also important contents of the dynamic assessment system. Construction units should regularly summarize and provide feedback on employees' performance, helping employees clarify their strengths and weaknesses and providing corresponding training and support. Through such a feedback mechanism, employees can promptly adjust their work states, improve their own capabilities, and achieve better performance in subsequent work.

In summary, the improvement of incentive mechanisms and dynamic assessment systems not only helps to enhance employees' work enthusiasm but also can improve the overall operational efficiency of construction units in the long term. Through clear goal setting, fair incentive measures, and flexible assessment methods, construction units can stimulate employees' potential, improve team collaboration efficiency, and thereby promote the smooth progress of projects. This table demonstrates how quantifiable goals, adaptive processes, and actionable feedback create a closed-loop system to elevate motivation, enabling enterprises like CSCEC and Vinci to navigate complex projects effectively.

Enhancing the management efficiency of construction units is the key to strengthening the competitiveness of companies and achieving sustainable development. To meet the complex demands of project management and the constantly changing market environment, construction units need to start from the construction of information-based management platforms and the optimization of cross-departmental collaboration mechanisms, thereby improving the overall management efficiency. The following will respectively explore the implementation paths and strategies for these two aspects

In the information age, construction units need to enhance their management efficiency. The construction of an information management platform is an indispensable foundation. The core role of the information management platform is to improve the efficiency of information flow and the accuracy of decision-making through technological means, thereby reducing management costs, increasing work efficiency, and enhancing the overall control ability of the project.

Firstly, a unified data platform is the foundation of information management. Construction units can establish a unified data management platform to centrally manage various data in the project (such as construction progress, quality control, material procurement, financial statements, etc.), ensuring that each department can obtain relevant data in real time and accurately. The data sharing platform can avoid information islands and redundant work, enhance the collaboration efficiency among departments, and reduce communication costs and information errors.

Secondly, the introduction of intelligent project management systems can improve the execution efficiency of construction projects. Modern project management systems can monitor project progress in real time, track construction progress, automatically generate reports, and provide reminders and warnings through functions such as these, helping project managers precisely grasp the overall situation of the project. For example, the system can track aspects such as schedule planning, quality inspection, and safety management through automated tools, ensuring that the project progresses according to the predetermined goals. Through intelligent systems, construction units can significantly improve the overall management level and risk warning ability of the project, and promptly identify potential problems and take measures.

Thirdly, the application of mobile Internet technology helps to improve the efficiency of on-site management. Construction units can develop mobile applications, allowing frontline employees to upload on-site data (such as worker attendance, construction progress, equipment usage, etc.) in real time through mobile phones or tablets, while the management level can view and adjust through mobile terminals. Mobile management makes on-site management more flexible

and efficient, reducing project delays and errors caused by information lag or poor communication.

Table 3.5 - Performance-based compensation systems

Information Management Initiative	System Enhancement	Impact on Management Efficiency	Real-World Outcomes
Unified Data Platform	Centralized data integration	Eliminates information silos, reduces redundancy	30% fewer data errors (China State Construction Engineering Corp.)
Real-time progress/quality/finance tracking	Cloud-based access across departments	Improves cross-department collaboration	Communication costs cut by 25% (China Communications Construction Co.)
Intelligent Project Management System	AI-driven monitoring & automated reporting	Enhances real-time decision-making and risk prediction	Schedule deviations reduced by 18% (China Railway Group)
Automated schedule/safety alerts	Predictive analytics for bottlenecks	Accelerates problem resolution	Rework costs dropped 22% (Vinci Group)
Mobile IoT Applications	On-site data upload via mobile devices	Streamlines field-to-office workflows	On-site decision time shortened by 40% (Sinopec Group)
Attendance/equipment usage tracking	Instant management adjustments	Reduces delays from communication gaps	Project delays decreased by 15% (Bouygues Construction)
Cloud & Big Data Integration	Predictive resource allocation models	Optimizes material procurement and labor planning	Material waste reduced by 28% (China Railway Construction)
Demand forecasting & regional difficulty analysis	Dynamic resource allocation algorithms	Lowers costs through data-driven adjustments	Labor efficiency increased 20% (AECOM)

Source: compiled based on the results of observations and analysis of the personnel management subsystem

In addition, the construction of an information management platform can also integrate cloud computing and big data analysis, using powerful data processing capabilities to analyze and predict the operation of the project. For example, through big data analysis, construction units can predict the demand for material procurement, analyze the difficulty of construction in different regions, and then rationally allocate resources, optimize construction plans and human

resource allocation. In conclusion, the construction of an information management platform is crucial for enhancing the management efficiency of construction units. Through the integration of an integrated data platform, intelligent project management systems, and the application of mobile Internet technology, construction units can improve management efficiency, reduce unnecessary cost expenditures, and enhance the quality and progress control of project execution. This framework demonstrates how centralized data, intelligent automation, and predictive analytics form a closed-loop system to elevate construction management in the digital era.

In construction companies, cross-departmental collaboration is often the key to enhancing management efficiency. Due to the complexity of construction projects, which involve multiple professional departments (such as project departments, purchasing departments, finance departments, safety departments, etc.), each department needs to closely cooperate to jointly promote project implementation. However, the traditional departmental collaboration model has problems such as poor information transmission and unclear work tasks, which seriously affect the execution efficiency of the project. Therefore, optimizing the cross-departmental collaboration mechanism is an important path to enhance the management efficiency of construction companies.

Firstly, clarifying departmental responsibilities and goals is the prerequisite for optimizing the collaboration mechanism. Under the traditional departmental management model, each department often acts independently, lacking unified goals and coordination mechanisms, resulting in redundant work and low efficiency. Therefore, construction companies should clarify the boundaries of responsibilities and work goals of each department to avoid overlapping functions and ambiguous responsibilities. For example, the project department is responsible for the execution of construction progress and quality monitoring, the purchasing department is responsible for the timely supply of materials, the finance department is responsible for the scheduling and auditing of funds, and the safety department is responsible for the safety guarantee at the construction site. Clear

responsibilities and goals enable each department to work efficiently according to its own functions and strive for the common goal.

Table- Performance-based compensation systems

Collaboration Optimization Measure	System Enhancement	Impact on Management Efficiency	Real-World Outcomes
Clarified Departmental Roles & Goals	Role-specific KPIs and responsibility maps	Eliminates redundant workflows and role conflicts	30% reduction in task overlap (China State Construction Engineering Corp.)
Project Dept: Progress/quality oversight	Automated workflow alignment tools	Accelerates decision-making	Approval cycles shortened by 25% (Vinci Group)
Cross-Department Communication Platform	Cloud-based collaboration tools (e.g., BIM)	Real-time data sharing and issue tracking	Communication errors reduced by 40% (Bouygues Construction)
Node-specific checkpoints & dashboards	Mobile integration for on-site updates	Reduces delays from information silos	Project delays cut by 18% (China Communications Construction Co.)
Regular Interdepartmental Meetings	Standardized meeting frameworks	Proactive risk identification and resource alignment	Cross-functional disputes resolved 50% faster (AECOM)
Weekly syncs & monthly strategic reviews	AI-driven agenda prioritization	Enhances focus on critical path items	Safety incident resolution time halved (Sinopec Group)
Collaborative Incentive Culture	Team-based bonus pools & recognition programs	Fosters shared accountability and innovation	Cross-department project satisfaction rose 35% (CRCC Group)
Joint KPIs (e.g., on-time delivery)	Peer-nominated awards	Aligns individual goals with organizational objectives	Employee retention improved 22% (China Railway Group)
Shared KPI Targets	Unified performance dashboards	Synchronizes departmental efforts toward strategic outcomes	Project cost overruns reduced from 12% to 7% (CSCEC)

Source: compiled based on the results of observations and analysis of the personnel management subsystem

Secondly, establishing a cross-departmental communication platform is an important means to improve collaboration efficiency. Construction companies can leverage modern information technology to establish a dedicated communication

platform, promoting information sharing and real-time feedback among departments. For example, a dedicated online collaboration platform can be established, with checkpoints set at each project node, and each department is required to provide regular feedback on progress and problems. Through this platform, information transmission between departments will be more timely and accurate, effectively avoiding work errors caused by information lag or misunderstandings.

Thirdly, holding regular cross-departmental meetings is also an important means to ensure departmental coordination. Construction companies can regularly organize cross-departmental coordination meetings (such as weekly meetings, monthly reports, etc.), allowing department heads to report on work progress, problems, and demands, and promptly resolving communication barriers and resource conflicts among departments. This meeting mechanism can promote close cooperation among departments, anticipate potential risks, and ensure that the project proceeds according to the established goals. Fourthly, fostering a collaborative culture of incentives has a profound impact on cross-departmental collaboration. Construction companies should advocate teamwork spirit and reward and recognize outstanding performance in cross-departmental collaboration. For example, in project management, departments with outstanding performance can receive additional incentives such as bonuses and commendations. At the same time, the leadership should have a global perspective, pay attention to departmental coordination and team building, and avoid local optimization while neglecting overall efficiency. Finally, setting cross-departmental collaboration goals through the establishment of common KPI indicators can be achieved. By clearly defining cross-departmental collaboration goals and incorporating them into performance evaluations, it can effectively motivate departments to collaborate. For example, key indicators such as project delivery cycle, project quality pass rate, and safety production pass rate can be set as common goals for cross-departmental collaboration, promoting departments to strive for the overall goal. In conclusion, optimizing the cross-departmental collaboration mechanism is an important way to enhance the management

efficiency of construction companies. Through clarifying responsibilities and goals, establishing communication platforms, holding regular cross-departmental meetings, fostering a collaborative culture of incentives, and setting common KPI goals, construction companies can effectively improve the efficiency of departmental collaboration and ensure the smooth progress of the project.This framework demonstrates how defined roles, integrated platforms, and shared incentives create a closed-loop system to break silos and elevate collaboration in complex construction ecosystems.

3.3. Model for increasing the efficiency of HANGZHOU YOWANT NETWORK Co.,Ltd employees

The basis for building the model in figure 3.1 was the following research results: conceptual foundations of the formation of the concept of "management of efficiency and personnel development" and its evolution at the current stage; personnel management and its development in the company system as a scientific and theoretical problem; distinguishing the characteristics of the service system and personnel management components; determination of the peculiarities of the organization of the management system and management of personnel development in the conditions of reforms; establishment of personnel management features at the enterprise in the conditions of the COVID-19 pandemic; study of personnel management methods. In general, to evaluate the effectiveness of the personnel of the Hangzhou Yowant Network Co.,Ltd., such methods as the evaluation of the performance of individual tasks, the analysis of the extent to which each employee performs his duties according to the set goals, can be used. Evaluation of teamwork is carried out, that is, an analysis of how effectively employees work together, solve joint tasks and achieve team goals. мAssessment of compliance with quality standards through analysis of the extent to which the company's products meet established quality standards and customer requirements. Assessment of compliance with safety standards, the extent to which employees comply with safety rules at work and minimize the risk of injury. Evaluation of

customer satisfaction, i.e. analysis of customer reviews regarding the quality of service and company products. Financial indicators are an analysis of how the work of personnel affects the financial results of the company (profit, profitability, etc.).

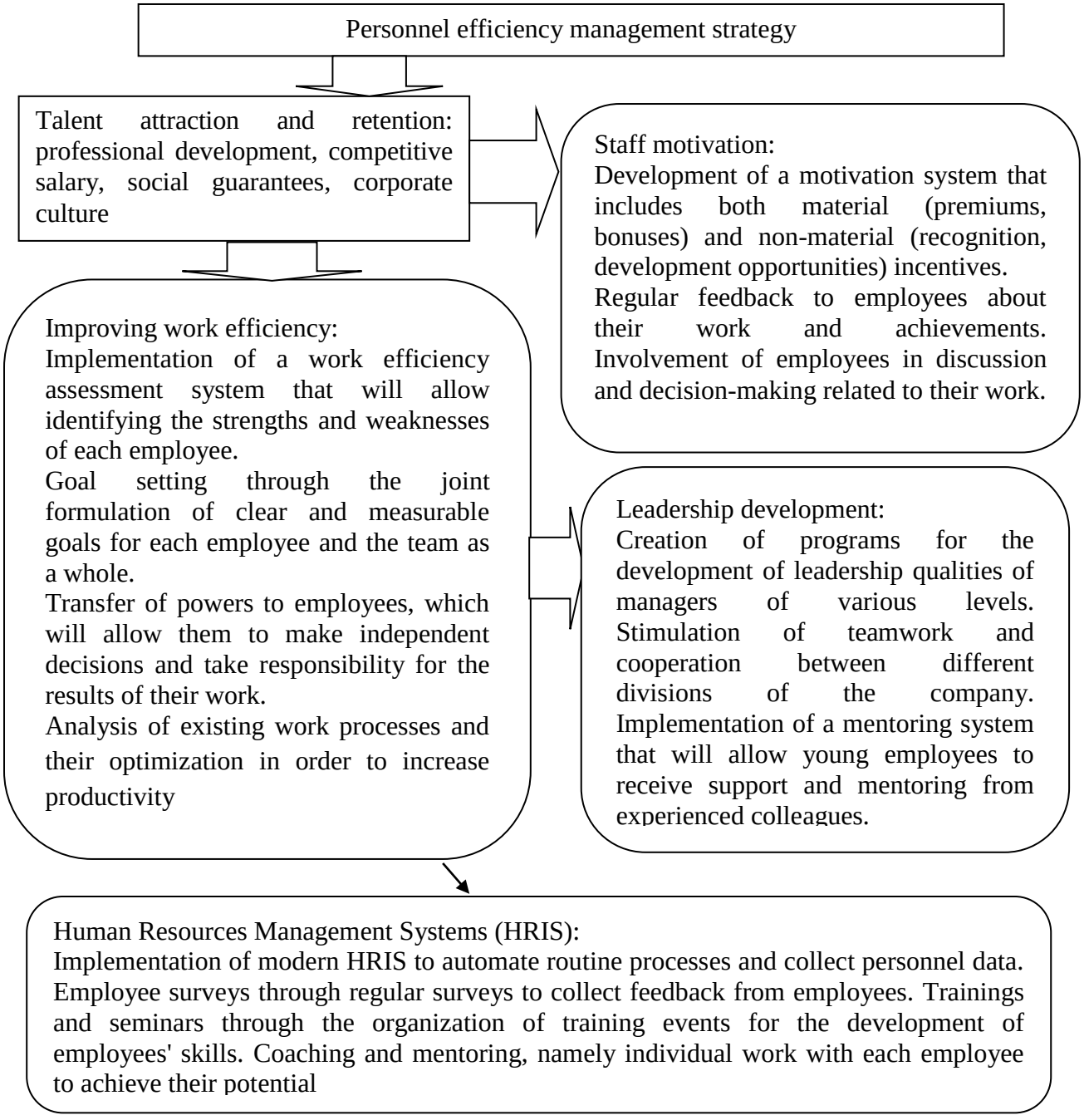


Figure 3.1 – Human resource development management model according to the HRMISH system Hangzhou Yowant Network Co.,Ltd.

Source: generated by the author

Everyone desires to be valued and recognized, and the same goes for employees. If every day is just a mechanical assignment of tasks, and what we value is only the amount of tasks completed each day, and some even suppress the expression of employee opinions and suggestions, then employees will not feel recognized and valued, and their opinions will not be taken seriously. Over time, employees will develop a lazy mentality, lack enthusiasm for work, and only complete tasks mechanically every day. They will not actively think of ways to complete work more efficiently, nor will they actively offer suggestions and suggestions for maintenance work. Behavioral management theory suggests that emphasizing the flow and feedback of information within an organization requires communication to replace supervision and command, and that participatory management and employee self-management must be emphasized. With proper management, employee motivation will be enhanced.

Establish an open conference system. To solve the problem of employee laziness and improper work attitude, it is necessary to make employees feel accepted and valued. The department should create a more open and relaxed atmosphere, and managers or supervisors should actively communicate with employees, instilling the company's cultural concepts in their minds. Openness and communication are particularly important. The maintenance department has a lot of work to do every day, so the opportunity for department meetings together is a rare opportunity for communication. Create an open meeting system, maintain equal ideas from top to bottom, and avoid a very clear hierarchical system, which will make employees more aware of being valued and accepted.

Every working day, the maintenance department has a morning meeting to arrange work and provide feedback on issues. The daily morning meeting is a great opportunity for communication and exchange with employees, and to a large extent, it is also the only opportunity for all departments to communicate together throughout the day. At the meeting, it is necessary to set aside time specifically for employees to speak up, allowing and encouraging them to speak freely. Good suggestions and ideas should be promptly acknowledged, and implementation

plans should be actively discussed; For inappropriate suggestions and opinions, do not beat them to death with a single blow, let alone personal attacks. Be honest and truthful in informing employees of the reasons why they cannot adopt them, and do not let employees misunderstand and misunderstand in their hearts.

Every quarter, spend two hours organizing an internal communication meeting within the department to summarize everyone's recent work and achieve the goal of promoting strengths and correcting deficiencies. At the meeting, the supervisor can actively seek everyone's opinions and suggestions on the current problems in the work, jointly develop reasonable and feasible solutions and action plans, and enable every employee to participate in the department's decision-making, truly feeling a part of the maintenance department and having a sense of belonging to the maintenance department. For each employee's recent good work performance, the supervisor should also give timely recognition, sincerely offer encouragement and urging, recognize personal strengths and weaknesses in a way that employees can understand and accept, and actively improve.

Employee Development Plan. To timely understand employee dynamics, care about employee growth, and make every employee feel that they have developed and grown in the maintenance team and the company, it is necessary to develop an employee development plan. An excellent employee development plan can not only cultivate talents, but also improve employee dedication and work enthusiasm, making employees feel warm at home in the company and forming a good working atmosphere. The employee development plan is a strategy for enterprises to cultivate group talents and effectively improve the overall quality of their employees. At the same time, it can help enterprises tap into potential talents and retain outstanding talents. Only by implementing a good employee development plan can a company sustain its sustainable development.

There are many benefits to an employee development plan, whether it is for the company or individual employees: a reasonable employee development plan can greatly help improve employee creativity and make them work more actively. Whether it's public or not

In the current highly competitive construction industry, employee empowerment has become a key factor in enhancing the core competitiveness of enterprises. By innovating the employee empowerment model, not only can the work efficiency of employees be improved, but also their career satisfaction and loyalty can be enhanced. Regarding the efficiency bottleneck in the construction management of Hangzhou Yowant Network Co.,Ltd., the innovation of employee empowerment should start from the cultivation system of comprehensive talents and the design of dual channels for career development, in order to promote the development of employees' various abilities and provide them with a broader space for development.

Cultivation System for Multidisciplinary Talents. With the continuous development of the construction industry, employees with single skills have been unable to meet the diverse demands of enterprises. Especially in construction projects, employees are required to possess broader skills and cross-functional capabilities. Therefore, building a comprehensive talent cultivation system to cultivate employees with multiple professional skills has become the key to improving the overall employee quality and construction efficiency.

Firstly, job rotation and cross-functional training are effective ways to cultivate comprehensive talents. By establishing a job rotation system, employees can be trained in different positions, accumulate diverse work experience, and thereby comprehensively enhance their cross-functional capabilities. For example, construction front-line employees can be rotated to positions such as project management, quality control, and safety management, to understand the operation process of the entire project. This not only helps to enhance employees' professional qualities but also enables them to better understand the work requirements of each position and enhance their sense of collaboration and overall perspective.

Secondly, combining internal training with external learning is an important way to enhance employees' comprehensive abilities. Hangzhou Yowant Network Co.,Ltd. can establish a multi-level training system by integrating internal

resources with high-quality external resources. Internal training can be conducted through regular skills training, special lectures, etc., to help employees improve their professional technical capabilities; external learning can encourage employees to participate in industry certifications, technical exchange meetings, etc., to absorb advanced industry experience. The combination of both can not only enhance employees' professional capabilities but also help them broaden their horizons and master cutting-edge technologies and management concepts.

In addition, talent reserve and team building should also be important links in the cultivation of comprehensive talents. The company should build a talent development team, formulate clear talent cultivation plans, and stratify train new employees, technical backbone, and management personnel, ensuring that the company's talent development is in sync with project needs. During this process, through various project practices, mentorship systems, etc., employees can be helped to grow rapidly in practical work and take on more responsible positions in the future.

In conclusion, the construction of a comprehensive talent cultivation system should focus on job rotation, internal and external training, and talent team building. This not only helps employees grow in multiple fields, improve their comprehensive qualities, but also helps the company cultivate multi-skilled and comprehensive talents, enhancing overall construction efficiency.

In order to fully leverage the potential of employees and enhance their work enthusiasm and loyalty, Hangzhou Yowant Network Co.,Ltd. should establish a dual-channel career development design, namely the technical professional channel and the management channel. This design can effectively meet the different career development needs of employees and cultivate different types of high-potential talents for the enterprise.

Firstly, the design of the technical professional channel is aimed at those employees who are unwilling to take on management positions and focus on technical development. For such employees, the company can provide them with continuous technical training and opportunities for in-depth development. Through

the promotion channel of technical positions, employees can gain greater sense of achievement and recognition in the technical field. For example, technicians can obtain higher salaries and positions by obtaining senior professional titles, technical expert certifications, etc., and also undertake more difficult project tasks. Through such a mechanism, it is possible to retain the company's top technical talents and enhance their sense of commitment and responsibility to work.

Secondly, the management channel is provided for those employees who have the intention to take on management positions. The promotion of management positions should be evaluated based on employees' comprehensive qualities, leadership abilities, project management experience, etc. In the management channel, employees can gradually advance through leadership training, project management training, etc., from technical supervisor to project manager, department manager or higher management positions. The management channel provides a clear career development path for employees and can motivate them to exert greater potential in management positions.

Through the dual-channel career development design, employees can choose the development direction that suits them according to their interests and specialties. Whether it is in-depth technical development or expansion in management, they can find their own career positioning within the enterprise. This measure can not only effectively motivate employees' work enthusiasm, reduce the loss caused by career development stagnation, but also cultivate technical professionals with exquisite skills and outstanding management leaders for the company.

During the implementation of the dual-channel career development, clear promotion standards and transparent evaluation mechanisms are crucial. Employees need to clearly understand the promotion conditions to ensure fairness and impartiality in the promotion process, thereby enhancing their confidence in career development. The company can evaluate employees' progress in their respective career development channels through regular performance evaluations,

leadership assessments, technical ability assessments, etc., and adjust the development strategies in a timely manner.

The innovation of the employee empowerment model is not only about providing career development opportunities, but also requires the support of corresponding incentive mechanisms. The innovation of employee incentive mechanisms includes aspects such as salary incentives, performance rewards, and personal development support. In terms of salary, differentiated salary design should be carried out based on employees' skills, work performance, and job responsibilities to ensure that high-performing employees can receive reasonable rewards. Performance rewards can be carried out through quarterly or annual evaluations, and different levels of rewards can be set based on employees' work completion, innovation ability, and contribution to the team to stimulate employees' enthusiasm. In addition, personal development support is also an important dimension of employee empowerment. By providing customized career development plans, technical certification opportunities, and training courses, employees can continuously enhance their core competitiveness. At the same time, enterprises should also pay attention to employees' working environment and psychological needs, provide healthy and comfortable working conditions, and conduct mental health counseling and emotional care to enhance employees' sense of belonging and loyalty.

CONCLUSIONS

Through empirical research and data analysis, the main bottlenecks in the construction efficiency of Hangzhou Yowant Network Co.,Ltd. were identified. These bottlenecks include: high mobility of labor force, difficulties in construction collaboration, lagging project progress, and non-standard quality management, etc. Combined with the BSC, KPI and DPM integrated performance management model, the performance in four dimensions of finance, market, project management and organizational capability was analyzed, the key problems affecting construction efficiency were diagnosed, and various performance indicators were quantified.

Optimization of systems and innovation of incentive mechanisms.Strategies for adaptive adjustment of policy systems and reconfiguration of incentive mechanisms were proposed. Especially based on the BSC model, the dynamic adjustment of performance goals can effectively enhance the work enthusiasm of employees and the execution ability of enterprises. The optimized incentive mechanism includes aspects such as salary incentives, skill improvement rewards, and promotion opportunities, etc., which can better align employees' personal goals with the company's strategic goals, stimulate employees' potential, and enhance the overall efficiency of the enterprise.

Innovation of employee empowerment model.This study proposed a compound talent cultivation system and a dual-channel career development design, providing employees with more flexible and diversified career development paths. This model can not only meet the individualized career needs of employees but also effectively improve the overall quality and work efficiency of employees. Through the innovation of career development channels, enterprises can cultivate versatile talents with both technical expertise and management capabilities, thereby improving the execution efficiency of construction projects.

Information management and cross-departmental collaboration mechanism.By proposing the construction of an information management platform

and the optimization of cross-departmental collaboration mechanisms, the internal information sharing and collaboration efficiency of the company were promoted. The application of the information platform can simplify processes, improve data processing speed, and provide timely and effective information support for decision-makers; the optimization of cross-departmental collaboration mechanisms helps different departments achieve efficient communication and resource sharing, effectively solving coordination problems in construction projects

The outcomes of this research hold significant practical value for Hangzhou Yowant Network Co.,Ltd. in enhancing construction efficiency, strengthening project management, and optimizing human resource management. By applying the BSC + KPI + DPM performance management model, the company can more accurately identify and address current management bottlenecks, thereby formulating more scientific improvement measures and increasing the achievement rate of various indicators. Particularly in terms of the incentive mechanism, reasonable design based on the company's actual situation can effectively enhance employees' work enthusiasm and team cohesion, thereby improving the overall project execution efficiency.

Furthermore, the innovation of the employee empowerment model is of great significance for the company's long-term development. Through the cultivation of versatile talents and the design of dual-channel career development paths, employees can fully utilize their potential on a broader career development platform. Meanwhile, the enterprise can also respond to multiple challenges in the market and projects through a diversified talent structure. The optimization of information management and cross-departmental collaboration mechanisms provides the company with more efficient management tools and more flexible operation methods, enabling it to quickly adapt to changes in the dynamic project environment and improve overall management efficiency.

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