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: **INCREASING THE EFFICIENCY OF RECRUITMENT IN THE REAL ESTATE SECTOR**

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

Sui Xinxin

Supervisor: ***Brychko Alina Mykhaylivna***
PhD, Associate Professor

Reviewer: ***Eduard Kalachevskyi***
Director of Agroecoline LLC, Sumy

Sumy - 2025

SUMY NATIONAL AGRICULTURAL UNIVERSITY

Faculty Economics and Management
Department Public management and administration

Education degree *«Master»*
Field of Study *073«Management» (EP «Administrative Management»)*

Approved:
Head of Department
«_____» _____ 2024 y.

TASK

on qualification work for student

Sui Xinxin

1. Theme of Qualification work: **Increasing the efficiency of recruitment in the real estate sector**

Superviser _*Alina Mykhaylivna Brychko, PhD., Associate Professor*_____

approved by the university from *28.08.25 №1785/1-oc*

2. Deadline for student completed project (work) *October 14,2025*

3. Background to the project (work):
Official website of Sunac Group, research monographs references, economic and financial statements for the period 2022-2024

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

Through understanding the concepts of "recruitment management" and "competency model", this study investigates employee recruitment practices at Sunac Group using questionnaires and field research. By conducting statistical analysis of collected data, we identify existing issues in Sunac Group's employee recruitment management system, analyze their root causes, propose targeted solutions, and ultimately summarize the development of the group's employee recruitment management framework.

5. Date of assignment: **December, 20 2024**

CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	September, 2024	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	December, 2024	done
3	Preparation and presentation of draft of the first chapter of the thesis	February 2025	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	March 2025	done
5	Making the theoretical part of the thesis, summarizing the analytical part	May 2025	done
6	Design options improve the research problem	August 2025	done
7	Completion of the project part of the thesis, design chapters	September 2025	done
8	Previous work and its defense review	October, 01-02 2025	done
9	Checking the authenticity of the thesis	October, 15 2025	done
10	Deadline for student completed the thesis	October, 20 2025	done
11	Defense of the thesis	October, 30 2025	done

Student SuiXinxin ***Sui Xinxin***

(signature)

Superviser of science work ***Alina Brychko***

(signature)

Authentication performed ***Nadiia Baranik***

(signature)

Checking the authenticity conducted. Thesis allowed to defense ***Svitlana Lukash***

(signature)

SUMMARY

Sui Xinxin. Increasing the efficiency of recruitment in the real estate sector. Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2025 - Manuscript.

With China's sustained economic growth and improving living standards, various industries continue to flourish. As a pivotal sector, the real estate economy has been experiencing dynamic development. Recent years have seen notable shifts in its growth trajectory amid government-imposed market regulations. However, due to varying national development levels and industry disparities, real estate companies maintain differing employee requirements and competency benchmarks. Over the years, Sunac Group has continuously refined its operations across all aspects. Nevertheless, challenges have emerged during its development, revealing gaps in recruitment management practices. To ensure sustainable growth, the company must persistently optimize its recruitment framework to fuel long-term success.

This study investigates the recruitment practices of Sunac Group employees through a questionnaire-based approach, identifying challenges and proposing targeted solutions. The research begins with a systematic review of competency models and recruitment management theories from domestic and international sources. The subsequent survey analysis reveals critical issues in Sunac recruitment system, including ambiguous criteria, inefficient processes, ineffective evaluations, and insufficient consideration of competency requirements. Root causes are identified as lack of structured planning, arbitrary procedures, failure to implement evaluation protocols, and neglect of competency benchmarks. To address these challenges, actionable recommendations include developing structured recruitment plans, conducting thorough job analyses, establishing standardized competency assessment frameworks, creating performance evaluation metrics, and enhancing systemic oversight mechanisms. The paper concludes with a comprehensive summary of Sunac Group's recruitment management system.

This study establishes a theoretical foundation for optimizing corporate recruitment management systems, offering enterprises a novel strategic framework to develop distinctive organizational structures. By enhancing operational efficiency, it provides actionable insights for recruitment practices while boosting corporate competitiveness. The research also supports business expansion and market penetration strategies. Through addressing challenges at Sunac Group, this work not only resolves internal operational issues but also serves as a practical reference for human resource management in other organizations.

Key words: recruitment management; sales personnel; competency model.

АНОТАЦІЯ

Суй Сіньсінь. Підвищення ефективності підбору персоналу в секторі нерухомості.

Магістерська робота зі спеціальності 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2025 р. – Рукопис.

Зі стійким економічним зростанням Китаю та підвищенням рівня життя, різні галузі промисловості продовжують процвітати. Як ключовий сектор, економіка нерухомості переживає динамічний розвиток. Останніми роками спостерігаються помітні зміни в траєкторії її зростання на тлі встановлених урядом ринкових правил. Однак, через різні рівні національного розвитку та галузеві відмінності, компанії з нерухомості мають різні вимоги до працівників та контрольні показники компетенцій. Протягом багатьох років Sunac Group постійно вдосконалювала свою діяльність у всіх аспектах. Тим не менш, під час її розвитку виникали труднощі, що виявляли прогалини в практиці управління рекрутингом. Щоб забезпечити стале зростання, компанія повинна постійно оптимізувати свою систему рекрутингу, щоб сприяти довгостроковому успіху.

Це дослідження досліджує практику рекрутингу співробітників Sunac Group за допомогою підходу на основі анкетування, визначаючи проблеми та пропонуючи цільові рішення. Дослідження починається з систематичного огляду моделей компетенцій та теорій управління рекрутингом з вітчизняних та міжнародних джерел. Подальший аналіз опитування виявляє критичні проблеми в системі рекрутингу Sunac, включаючи неоднозначні критерії, неефективні процеси, неефективні оцінки та недостатнє врахування вимог до компетенцій. Корінними причинами визначено відсутність структурованого планування, довільні процедури, невпровадження протоколів оцінки та ігнорування контрольних показників компетенцій. Для вирішення цих проблем практичні рекомендації включають розробку структурованих планів найму, проведення ретельного аналізу роботи, встановлення стандартизованих систем оцінки компетенцій, створення показників оцінки ефективності та вдосконалення механізмів системного контролю. Стаття завершується вичерпним оглядом системи управління наймом Sunac Group.

Це дослідження встановлює теоретичну основу для оптимізації систем корпоративного управління наймом, пропонуючи підприємствам нову стратегічну основу для розвитку унікальних організаційних структур. Підвищуючи операційну ефективність, воно надає практичні знання для практики найму, одночасно підвищуючи конкурентоспроможність компанії. Дослідження також підтримує стратегії розширення бізнесу та проникнення на ринок. Вирішуючи проблеми в Sunac Group, ця робота не лише вирішує внутрішні операційні проблеми, але й служить практичним орієнтиром для управління людськими ресурсами в інших організаціях.

Ключові слова: управління рекрутингом; торговий персонал; модель компетенцій..

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INTRODUCTION

The practical significance of the research topic. In the 21st century, humanity has entered a new economic era where human resources have become the core competitiveness determining corporate success. The value of human capital has now emerged as a key indicator for measuring an organization's overall competitiveness. For modern enterprises, human resources remain the primary asset. As a core element, talent not only integrates organizational, technological, and financial resources but also ensures smooth and efficient management processes. Based on this concept, most companies have recognized that their core competitiveness stems from human capital and talent acquisition. Only by maintaining strict quality control in the recruitment process can enterprises stand out in today's fiercely competitive market. As one of the six elements of human resource management, recruitment management plays a crucial role. Efficient recruitment not only ensures a continuous supply of top talent but also enhances corporate competitiveness, helping enterprises establish a foothold in the current market landscape. Sunac Group is an industry-leading enterprise specializing in integrated residential and commercial real estate development. With real estate development as its core business, the group's operations cover six sectors: real estate development, service industries, cultural tourism, cultural projects, exhibition services, and healthcare. Although the group has maintained stable growth over the years, its employee recruitment management system faces new challenges due to evolving market demands. This study employs competency model analysis to conduct an in-depth examination of Sunac Group current recruitment system, identifies potential issues and their root causes, and proposes targeted solutions through customized competency models. These insights aim to enhance talent acquisition capabilities and drive sustainable corporate development.

The relationship with academic projects, plans, and themes. This master's thesis was completed under the research program of Sumi National Agricultural University.

The objectives of this thesis are: to enhance corporate human resource management and recruitment practices, optimize recruitment processes, improve inter-departmental collaboration efficiency, establish a more comprehensive human resource management system, leverage organizational talent advantages, and promote corporate development.

Based on these objectives, the main research goals are defined as follows:

-Through systematic analysis of competency models and recruitment management research both domestically and internationally, this study provides a structured discussion on employee recruitment, recruitment management, and competency model theories.

-Issues identified in employee recruitment management include unclear recruitment criteria and objectives, non-standardized recruitment processes, ineffective recruitment evaluations, and lack of reference competency standards. The root causes of these problems are analyzed, including unplanned recruitment activities, arbitrary recruitment procedures, failure to implement recruitment evaluation processes, and neglect of competency benchmarks.

-To address these issues effectively, the proposed solutions involve establishing effective recruitment plans and job analyses, developing scientific competency-based recruitment management processes, creating competency model evaluation frameworks, and strengthening recruitment system assessments.

The research focuses on organizational and economic relationships, aiming to enhance recruitment efficiency in the real estate industry. This study represents a comprehensive exploration of theoretical, methodological, and practical approaches to improving recruitment efficiency in the real estate sector.

Research Methodology: Literature Review Methodology-Establishing a comprehensive understanding of the research subject and accurately grasping its core characteristics; classifying and organizing collected literature materials, analyzing their logical frameworks and research methods, and extracting valuable perspectives that can be effectively integrated into the research framework. Questionnaire Survey Method-Systematically collecting foundational data on

recruitment practices and management systems. This method obtained first-hand insights and feedback from respondents, providing solid data support for the research paper. Field Research Method-Conducting on-site visits through face-to-face interactions with employees to gain in-depth understanding of the company's current operational status and recruitment practices. By analyzing root causes of issues, existing challenges, and potential solutions, we conducted thorough discussions and proposed feasible improvement suggestions.

The information database includes scientific works by domestic and international scholars in this field, Baidu Scholar data compilation, and official statistical data from Sunac Group. Scientific Novelty of Results.

Master thesis focuses on Sunac Group, conducting an in-depth analysis of challenges in employee recruitment management. The research proposes targeted solutions aimed at addressing operational issues in corporate recruitment processes. These measures not only optimize human resource management and recruitment practices but also enhance recruitment system efficiency, improve cross-departmental collaboration, establish a more comprehensive HR framework, leverage team strengths, and ultimately drive sustainable corporate development.

Improvements: Proposing methods and suggestions to enhance recruitment efficiency in the real estate industry; establishing a competency model to identify key drivers affecting employee work efficiency and improve corporate recruitment efficiency. It is confirmed that constructing a competency model significantly contributes to enhancing recruitment efficiency in the real estate industry.

The practical significance of the findings lies in enhancing corporate competitiveness. By optimizing human resource recruitment management practices, the study enables enterprises to refine their HR systems, strengthen market competitiveness, and gradually expand their business scope. Moreover, addressing the challenges faced by Sunac Group not only resolves internal operational issues but also provides valuable references for HR management strategies in other companies.

Academic achievements: Obtained a master's degree. The research outcomes in the thesis represent the author's independent academic contributions and innovative proposals, conducted to improve recruitment efficiency in the real estate sector.

1. Sui Xinxin An Exploration of Improving Recruitment Efficiency in the Real Estate Industry by Sunac China Holdings Limited *IV Міжнародна науково-практична інтернет-конференція студентів, аспірантів та молодих вчених пам'яті видатного українського вченого-економіста Сергія Ілліча Юрія «Розвиток фінансів, аудиту, бухгалтерського обліку та оподаткування: реалії часу»* 11 лютого 2025 року м. Кам'янець-Подільський 2025 С. 517-519.

2. Sui Xinxin Analysis of the reasons for the problems in the personnel recruitment management system of China Rongcheng company *Матеріали VII Міжнародної науково-практичної конференції "Модернізація економіки: сучасні реалії, прогнозні сценарії та перспективи розвитку" 17-18 квітня 2025 року.* м. Херсон – м. Хмельницький. 2025 – С.392-395

Structure and scope of work: This master's thesis comprises an introduction, three main chapters, conclusions, and a bibliography (totaling 39 items). The full text is computer typeset, spanning 72 pages including 7 tables and 13 figures.

CHAPTER 1

THE THEORETICAL BASIS OF THE EFFICIENCY OF RECRUITMENT IN THE REAL ESTATE SECTOR

Foreign research status. Research on the connotation of recruitment

John-M.Ivancevich believes that recruitment is an organization or enterprise to obtain employees who meet the needs of organizational development through recruitment, selection and employment activities [1].

Raymond A. Noe and other western scholars point out that recruitment is an activity to select and introduce personnel who meet the requirements of the post for an enterprise [2].

Rudolph P.T. Muteswa put forward a view that he defined recruitment as the process by which an enterprise makes up for the vacant positions, which are mainly caused by the promotion or retirement of personnel [3].

Manuel Bellanger believes that the effectiveness of recruitment work is inseparable from the following support: scientific talent concept, appropriate business strategy, enterprise integrity, reasonable human resource planning, clear job requirements, high-quality recruitment staff, cross-departmental collaboration and the quality of applicants [4].

Ashley-Brown analyzed corporate recruitment methods and proposed implementing WeChat-based recruitment strategies. By leveraging WeChat's multimedia social platform, companies can enhance hiring capabilities through headhunting services on Moments. The study suggests utilizing big data algorithms to refine recruitment strategies, including publishing job postings via video content [5].

Chimote and Hurla confirmed through questionnaire survey that the reputation, geographical location, salary, legal involvement and other factors can affect the recruitment of real estate enterprises, and attention should be paid to their own advantages and disadvantages in the recruitment process [6].

Chambers Megan proposed that companies can utilize the online recruitment module created by the American social networking platform Facebook to conduct hiring, ensuring cost-effectiveness. By publishing job postings on the platform, businesses can further enhance their recruitment efforts. Their empirical research has also validated the effectiveness of social media recruitment [7].

Stevens C.K focused on the effectiveness of recruitment activities. Through cases, it proved that enterprises can use utility analysis to evaluate the effectiveness of recruitment, and pointed out that by analyzing the recruitment cycle, recruitment cost, new employee turnover rate and satisfaction to reflect the effectiveness of recruitment, the quality of recruitment can be improved [8].

Rynes S.L. believe that the recruitment and selection methods are diversified, and the choice of recruitment methods depends on the type of vacancy, and reasonable recruitment channels should be selected according to the company's position situation and real talent needs [9].

Narmadha M P,M R.Vanithamani.A believe that most organizations ignore the accounting of part of the recruitment costs in the recruitment management, including the cost of resume analysis, talent assessment, training and learning costs of inefficient new employees, etc., which can affect the efficiency of the organization's recruitment work and the level of recruitment management to a certain extent [10].

The research results of Nisar, Prabhakar and Strakova show that social media, by taking advantage of the convenience of the Internet, can help organizations improve execution speed and improve recruitment process and recruitment strategies [11].

Egnjanovi argues that employer brand can be guaranteed in enterprise operation through training and development, employer reputation, work-life balance, corporate social responsibility and corporate culture, so as to enhance the attractiveness of enterprises in the human resource market and increase more talent options for recruitment [12]. Peerasit Patanakul proposed that in addition to knowledge and skills, core competencies are also indispensable elements for project managers [13].

Taljaard studied the relationship between entrepreneurial intention (EI) and entrepreneurial capabilities (ECs), classified individual ECs and higher-order ability structures in the competency model, and identified four higher-order structures [14].

Chen Lin et al. developed a competency model for civil aviation flight dispatchers using an integrated approach combining Grounded Theory and Structural Equation Modeling. Through qualitative analysis, they established an initial evaluation system comprising four dimensions: professional competence, attitude quality, psychological characteristics, and core values, with a total of 19 indicators [15].

Chun Yan Zeng proposed that the establishment of doctors' ethical competence evaluation system should be based on five elements: knowledge, motivation, attitude, quality and skill, including 12 first-level indicators and 39 second-level indicators [16].

Tang Jinzhi pointed out that recruitment is the scientific method used by enterprises to recruit and select relevant personnel for recruitment. According to the requirements of enterprise business strategy, excellent and suitable talents are recruited into the enterprise, and suitable people are assigned to suitable positions, including three stages of recruitment, selection and employment [17].

Hu Yan defined recruitment as the process of human resource screening and matching to attract suitable personnel to vacant positions [18].

Liu Xiaomei pointed out that recruitment is a process in which companies should adopt scientific methods to select and determine suitable candidates with creative ability and quality, and finally employ them when there is a demand for talents [19].

Zhao Minyu concluded that recruitment refers to the process in which enterprises, based on their own development situation, release recruitment information for scientific screening and talent allocation, and finally recruit suitable talents for enterprises [20].

In the research, Cao Na pointed out that there are four strategies to enhance the effectiveness of enterprise recruitment: analyze the operating environment, make

scientific planning, set reasonable assessment indicators, enhance the attraction of outstanding talents, and organize internal recruitment [21].

Xu Yidan and Chen Yu pointed out that we should pay attention to the internal quality part, instead of only paying attention to the external part, so as to avoid leaving some hidden dangers for the future talent reserve of enterprises [22].

Wei Qiu-xia believes that the effectiveness of recruitment has a certain relationship with the simplicity of recruitment information [23].

Qian Jing Enterprises can comprehensively judge whether the recruitment system needs to be improved by measuring the recruitment cost and the effect of the recruitment channel, analyzing the completion of various tasks in the recruitment process and the satisfaction survey of the personnel involved in the recruitment [24].

Wang Yingbo should optimize the recruitment process, improve the recruitment efficiency, and reengineer and optimize the recruitment process [25].

Wei Jinwei and Wang Nana believe that the most important thing to optimize the recruitment management system is that there is no effective match between the internal staff of the enterprise and their corresponding work positions [26].

Ren Nanwei pointed out that the content of recruitment management system mainly includes: human resource planning and position analysis, recruitment demand analysis and information disclosure, reasonable recruitment channels, good recruitment management system, and efficient management [27].

Li Lun concluded that enterprise development should focus on human resource recruitment, adopt scientific recruitment methods, and introduce more capable and professional talents for enterprises [28].

Peng Qin Qin shows that enterprises should set up corresponding positions according to their own development, clarify the job requirements, pay attention to the current problems in the process of human resource recruitment and reasonable allocation, actively take measures to coordinate the management and development of human resources of enterprises, and promote the continuous progress of enterprises [29].

Cao Qing pointed out that Chinese enterprises are generally in a critical period of deepening reform, and only by realizing the innovation and optimization of human resource recruitment and allocation can enterprises achieve higher quality development in the new period [30].

Liu Jing believes that enterprises should pay attention to improving the quality of personnel recruitment and allocation in the future, and take active measures to establish and improve the human resource management mode, optimize the internal structure of employees, and explore the potential of all staff [31].

Fu Qianyu pointed out that recruitment management refers to the human resource planning of an enterprise, which stipulates the number and quality of employees, finds a way to recruit qualified job seekers, then conducts selection and employment, and evaluates employees after their entry, evaluates them during the probation period, and manages them to become regular employees [32].

Zhou Lili defines a recruitment system as the structured process through which organizations systematically identify qualified candidates when addressing talent needs. This framework begins with human resource planning, is grounded in job analysis, manifests through recruitment policies and implementation processes, and concludes with performance evaluations that serve as both endpoint and gateway to subsequent phases [33].

Liu Jinju analyzed the work content and role of medical social workers, and proposed that the construction of competency model for medical social workers includes four parts: explicit general competence, explicit professional competence, implicit general competence and implicit professional competence [34].

Chen Xiaoying pointed out that global competence refers to a comprehensive quality and ability that individuals show in the context of globalization, which mainly covers three dimensions of exploration, participation and action [35].

Zhang Jing proposed that the research competence elements can be based on three parts, namely, the study of competence elements based on literature, the study of competence elements based on policy text, and the study of competence elements based on behavioral event interview [36].

Research on competency models and recruitment management systems originated early in foreign countries. When the Industrial Revolution swept through in the late 18th century, scholars began studying these subjects. Through continuous academic exploration, the theories have matured into a relatively complete and scientific human resource management system. The research process has also highlighted the significance of competencies and competency models, achieving a seamless integration of theory and practice while maintaining scientific rigor and universal applicability.

Compared to international standards, domestic research in this field has lagged significantly behind. It wasn't until the 1990s that some Chinese scholars began exploring competency models and recruitment management. Many researchers subsequently highlighted the crucial role of competencies and competency models in recruitment practices. As corporate development fundamentally relies on talent acquisition, recruitment remains the most effective approach to securing qualified professionals.

In summary, international research on competency-based recruitment management demonstrates systematic and focused approaches, offering valuable insights for integrating theory with practice. However, discrepancies exist between foreign and domestic practices across various dimensions, making direct application to China's context challenging. This necessitates further discussion and exploration. Drawing from global theoretical frameworks and using Sunac Group as a case study, this paper investigates existing issues in Chinese corporate human resource recruitment systems, analyzes their root causes, and proposes competency model-driven solutions. The aim is to promote healthy and sustainable development of enterprises through these methodologies.

Employee recruitment refers to all human resource management activities conducted to fill vacancies. Generally, the process includes four stages: recruitment, selection, and evaluation. The concept of employee recruitment can be divided into broad and narrow interpretations. In the broad sense, it encompasses three phases: preparation, execution, and assessment. In the narrow sense, it specifically refers to

the execution phase, comprising three concrete steps: recruitment, selection, and hiring. The primary goal of employee recruitment is to identify individuals with optimal skills, a strong work ethic, the capacity for stable employment within an organization, and the ability to contribute to corporate strategic objectives.

First, the principle of information disclosure. When recruiting, enterprises should disclose all recruitment information to the public, allowing society to know the information and participate in fair competition. This ensures that the recruitment process is conducted under public supervision, maintaining a healthy environment. This approach not only achieves the goal of attracting qualified talents but also prevents unethical practices from occurring.

Second, the principle of competition. The principle of competition refers to the selection of personnel through means and methods to achieve the purpose of competition, prevent some phenomena not recognized by the public, and select the necessary talents through competition.

Third, the principle of justice and equality. The principle of justice and equality means that everyone is treated equally, without discrimination, restriction or preferential treatment. Efforts should be made to provide equal opportunities for competition among the aspiring people in society, and to select and employ outstanding people from all walks of life regardless of their status.

Fourth, the Principle of Competency. People possess varying levels of energy and capabilities. In recruitment, we shouldn't blindly select candidates with the most impressive credentials or academic degrees. Instead, we should make every effort to fully utilize their abilities and value, ensuring that talents are put to good use, strengths are leveraged, and the right individuals are chosen. Only through this approach can we truly maximize human potential.

Fifth, the comprehensive principle. The comprehensive principle refers to the comprehensive examination, assessment and examination of all aspects of the applicant. A person's working ability or development prospects are the result of multiple factors, rather than just one factor. Among them, non-intellectual factors account for the largest proportion.

Sixth, the principle of merit selection. The main goal and requirement of recruitment is to select the best candidates. The main purpose of the company's recruitment activities is to select talents and select the most suitable personnel for the company or position to bring value to the company.

Recruitment management refers to a series of managerial activities conducted under the guidance of corporate human resource planning. It involves identifying and attracting potential employees through the planning, organization, implementation, and improvement of recruitment processes, while ensuring both the quality and quantity of hires to achieve organizational recruitment objectives. This management practice must align with corporate human resource strategies, enabling the company to deliver high-performance talent supply through balanced workforce allocation.

Recruitment management generally goes through human resource planning, job description, recruitment plan, recruitment preparation, selection, employment, evaluation and other processes.

The recruitment process begins with clear needs assessment. It's crucial to identify the specific candidates required rather than conducting blind hiring. This involves market research, determining recruitment methods, publishing job postings, establishing departmental coordination and team composition, as well as processing applications and conducting thorough candidate evaluations.

The second phase is the selection process. This includes a series of activities such as qualification review, primary screening, written tests, interviews, psychological assessments, physical examinations, and personal information verification. As this stage directly impacts the quality of the final candidate for the position, staff selection constitutes the most critical and complex phase in the recruitment process.

Then comes the hiring process. Personnel recruitment refers to a series of process management for the recruited personnel. Through written tests, interviews and other selection work, the enterprise has a comprehensive understanding of the candidates, and then can take appropriate measures.

Finally, the evaluation. After the completion of recruitment and selection and employment, it does not mean that the work of each link has been completed. The recruitment team also needs to summarize and analyze each link in order to provide reference for the follow-up work.

In the above process, human resource plan and job description are the basis of recruitment. Human resource plan determines the time, number and position of recruitment, while job description specifies the requirements for recruitment personnel. According to human resource plan and job description, specific recruitment plan can be made to guide the recruitment work.

First, recruitment management is inherently strategic. Modern hiring teams now adopt long-term planning rather than focusing solely on short-term targets. They prioritize not just the quantity of hires but also their quality, understanding what truly defines the company's needs. This approach enables them to develop strategic roadmaps that support the organization's sustainable growth.

Second, the selection phase has become increasingly crucial as screening techniques continue to evolve. While recruitment management's importance is widely recognized, the screening stage within it has grown particularly vital through ongoing advancements. By innovating screening methods such as scenario simulations and role-playing exercises, organizations can conduct comprehensive evaluations of candidates based on salary requirements and organizational characteristics. This process helps identify qualified employees, ultimately ensuring the quality of talent acquisition for enterprises.

Third, recruitment management has become increasingly integrated with the other five core modules. As a vital component within the six-part framework, recruitment management maintains an inseparable relationship with its counterparts. These modules are interdependent and mutually reinforcing – none can function independently or be implemented in isolation.

Fourth, functional departments participate in recruitment processes. The approach has shifted from full responsibility for all recruitment activities to providing support services across departments. Personnel specialists now focus on

two key roles: delivering technical support to employees and assisting department managers with specific tasks.

Fifth, the scope of responsibilities in recruitment management is expanding. The content of recruitment management is broadening, no longer limited to merely hiring personnel into companies and having them start work. HR staff need to prepare adequately during the recruitment preparation phase, maintain quality control throughout the recruitment process, and conduct post-employment evaluations for newly recruited employees.

Sixth, recruitment activities serve as a resource acquisition mechanism. Through these initiatives, recruiters gain broader networks, access to information, and access to resources that can be effectively utilized in their future work to create value and recruit valuable talent for the organization.

Seventh, recruitment activities are closely related to laws and regulations. China is a society ruled by law, which pursues the rule of law. In order to protect workers, the state has formulated relevant laws and regulations to effectively safeguard the legitimate rights and interests of workers.

Competency refers to the potential abilities and characteristics an individual possesses, primarily encompassing six dimensions: motivation, personality, self-image, values, knowledge, and skills. The concept of competency was first proposed by renowned American psychologist David McClelland in the 1970s. In his 1973 article "Measuring Competence, Not Intelligence," McClelland argued that traditional intelligence tests and aptitude assessments were unreliable for predicting future workplace success, as these methods showed minimal correlation with job performance. He and his colleagues advocated replacing conventional intelligence testing with a competency model as a more reliable approach for predicting future work outcomes.

A competency model refers to the comprehensive set of essential skills required for employees in specific roles within a company or organizational team. Building upon job analysis, this framework further elaborates on the competencies needed for positions by considering relevant role requirements, organizational environment,

and cultural context. Two prominent competency models include the Iceberg Model proposed by American scholar Spencer and the Onion Model introduced by American scholar Boyatz.

Iceberg model: distinguish between "above water" knowledge and skills (easy to observe and cultivate) and "below water" values, motivations and traits (hard to observe and far-reaching).

Onion model: from the outside to the inside are behavior, skills, knowledge, values, etc., more emphasis on operability.

There are many ways to build competency models, such as rapid modeling, agile modeling, workshop modeling and so on. In fact, there are three ways to summarize the construction methods of competency models: behavioral event interview method, questionnaire survey method and job analysis method.

Behavioral event interview method

The Behavioral EventInterview (BEI) method primarily targets current emplo yees in specific roles. Through in-depth interviews, it collects detailed descriptions of both successful and unsuccessful events during the interviewee's tenure, identify ing key behavioral factors that influence job performance. During the process, inter viewers focus on concrete actions taken in past situations rather than hypothetical r esponses or abstract, philosophical behaviors. The STAR framework (Situation: co ntext; Task: action; Result: outcome) is essential for uncovering specific behavioral details through systematic analysis.

The most crucial aspect of behavioral event interviews is ensuring interviewees fully understand the entire process, with their actions being continuously observed. This method demands strong professionalism. Interviewers must possess relevant expertise and have prior knowledge of different interviewees. When encountering unsolvable issues, they should conduct investigations under expert guidance to resolve challenges.

Questionnaire survey method. Questionnaire method refers to that the training management personnel design a series of questions, ask the respondents to make a

choice, and then analyze. There are three forms of questionnaire: open, exploratory and closed.

When a large number of people need to conduct training needs analysis and the time is relatively urgent, the training manager can carefully prepare a questionnaire and ask employees to fill it out by email, fax or direct distribution; or the survey person can fill in the questionnaire according to the respondents' answers during interviews and telephone interviews

The advantages of the questionnaire method are low cost and no restrictions. In addition, the information collected will be more comprehensive. The disadvantages of the questionnaire method are long time, low recovery rate and subjective answers.

Job analysis

Job analysis is the application of means and methods to the comprehensive analysis of the position, collect and analyze the information of the position, determine the basic elements of the position, and describe and record the content and related factors of the position. The final result of job analysis is the job description.

A job description consists of two main components: First, the position description which outlines the job responsibilities, including job identifiers, duties, tasks, authority, and performance standards. Second, the qualification requirements for the position which specifies the criteria and specifications for qualified candidates, covering essential knowledge, skills, competencies, and personal attributes required for the role.

From an organizational perspective, job analysis serves as a vital link connecting various functional modules of human resource management. It provides a rational foundation for organizational and managerial operations. Moreover, through this process, organizations can gain comprehensive insights into the tasks performed in each position, identify overlapping responsibilities and gaps between roles, and enhance collaborative efficiency by making timely adjustments. This ensures that every organizational task is effectively executed and implemented.

Traditional job analysis focuses on job elements, primarily considering "the qualities employees need to complete tasks and achieve good results." Capability-

based job analysis emphasizes studying the behavioral and competency characteristics of top performers in the workplace, then defining work tasks by integrating these traits. This approach demonstrates strong performance predictability, better guides employee work, and promotes performance improvement.

A salesperson is a professional who directly sells specific products. As an organizational function and process, sales involves creating, communicating, and delivering value for clients while managing client relationships to benefit the organization and its stakeholders. It entails showcasing product advantages to meet customers' specific needs. At Sunac Group, sales professionals primarily execute assigned tasks, master fundamental real estate knowledge and techniques, provide accurate information, resolve client issues effectively, and ensure comprehensive service delivery with strict confidentiality.

Sales personnel have the following distinct characteristics:

First, strong goal orientation and result orientation. Flexible communication and quick response. Strong ability to resist setbacks and able to quickly adjust the state after setbacks. Strong ability to integrate resources and actively combine internal and external resources to promote problem solving.

Second, supervision becomes challenging. Sales teams operate independently with increasingly personalized and flexible approaches. Managers can not fully control sellers 'behavior, as their performance largely depends on their willingness to invest in hard work. It proves difficult to align sellers' actions with rigid formulaic rules.

Third, the performance of the seller is unstable. The performance of the seller is affected by many factors, such as social factors, economic factors, technical factors, etc., which affect the purchase behavior of customers and therefore affect the performance of the seller. To some extent, this is uncontrollable and very unstable.

Exemplary sales professionals master the art of balancing these dual traits in practice - maintaining both strategic focus and ethical boundaries, demonstrating

adaptability while prioritizing operational precision. When evaluating candidates, employers should tailor selection criteria to specific roles: long-term commitment is crucial for key account sales, whereas agile responsiveness proves essential for fast-moving consumer goods (FMCG) sales. Through targeted assessments that align with organizational objectives, companies can identify the most suitable candidates to drive business growth.

CHAPTER 2

ANALYSIS OF THE CURRENT SITUATION OF RECRUITMENT MANAGEMENT SYSTEM IN SUNAC GROUP

2.1 Company Overview and Market–Financial Performance

Sunac Group is a company listed on the main board of the Hong Kong Stock Exchange. Founded in 2003, the company adheres to the brand philosophy of "Zhi Zhen · Zhi Yuan" and is committed to providing comprehensive solutions for a better life for Chinese families through high-quality products and services, as well as the integration of premium resources. Sunac Group maintains its core focus on real estate while strategically expanding across the "real estate+" landscape, with six major strategic sectors: real estate, services, cultural tourism, culture, conferences & exhibitions, and healthcare & wellness. Its business operations cover real estate development, property management, conference & exhibition services, tourism and vacation destinations, theme parks, commercial operations, hotel management, healthcare & wellness, IP development & operation, and film content production and distribution.

Sunac Group's primary suppliers include partners such as Hangzhou Xi' ao Elevator, with collaborative projects spanning premium residential developments including Global Sunac Future City and Sunac Fuzhou Mansion. Furthermore, over 40 building material enterprises including Xinzhongyu, Jomoo, and Mona Lisa were also listed in the Outstanding Suppliers List released by Sunac Group in 2019.

After years of steady development, Sunac Group has established industry-leading advantages and become a highly recognized integrated service provider for Chinese families 'better life. While providing a better life for Chinese families, it actively assumes social responsibilities by establishing the Sunac Public Welfare Foundation to contribute to China's public welfare initiatives.

1. Organizational structure

Sunac Group has a board of directors, president, executive president, vice president, development department, R&D center, project management department, marketing center, investor relations department, financing management department, financial management center, cost management department, strategic procurement management department, risk control center, legal affairs department, human resources department, administrative management department, property management department.

The current organizational structure of Sunac Group is centered on three management centers, together with a number of functional departments. The three management centers are:

Core Business Management Center:

1. Operation Center: Responsible for the whole process management of real estate business, including operation management, product and construction, marketing and customer relationship, cost and procurement.

2. Capital and financing center: covers capital management, financing, equity and other functions, and leads the group's capital operation and debt resolution.

3. Asset Operation Management Center: It involves owner management, asset cooperation, system support and other modules, and coordinates the operation and maintenance of assets held by the group.

Back office functions:

Financial Management Department: Responsible for financial planning and execution. Organizational Development Department: Coordinate human resources and digital transformation. Department of Law and Administration: covers legal, administrative and other functions.

Audit and Supervision Department: Responsible for internal risk control.

In February 2022, Sunac Group restructured its regional operations by expanding from seven to nine major regions: North China, Beijing, Shanghai, Chengdu-Chongqing, Yunnan-Guizhou, Northwest, Southeast, Central China, and South China. Given the group's massive scale and large workforce, conducting

comprehensive analysis proved challenging. To address this, we selected one of Sunac's subsidiaries for case study research.

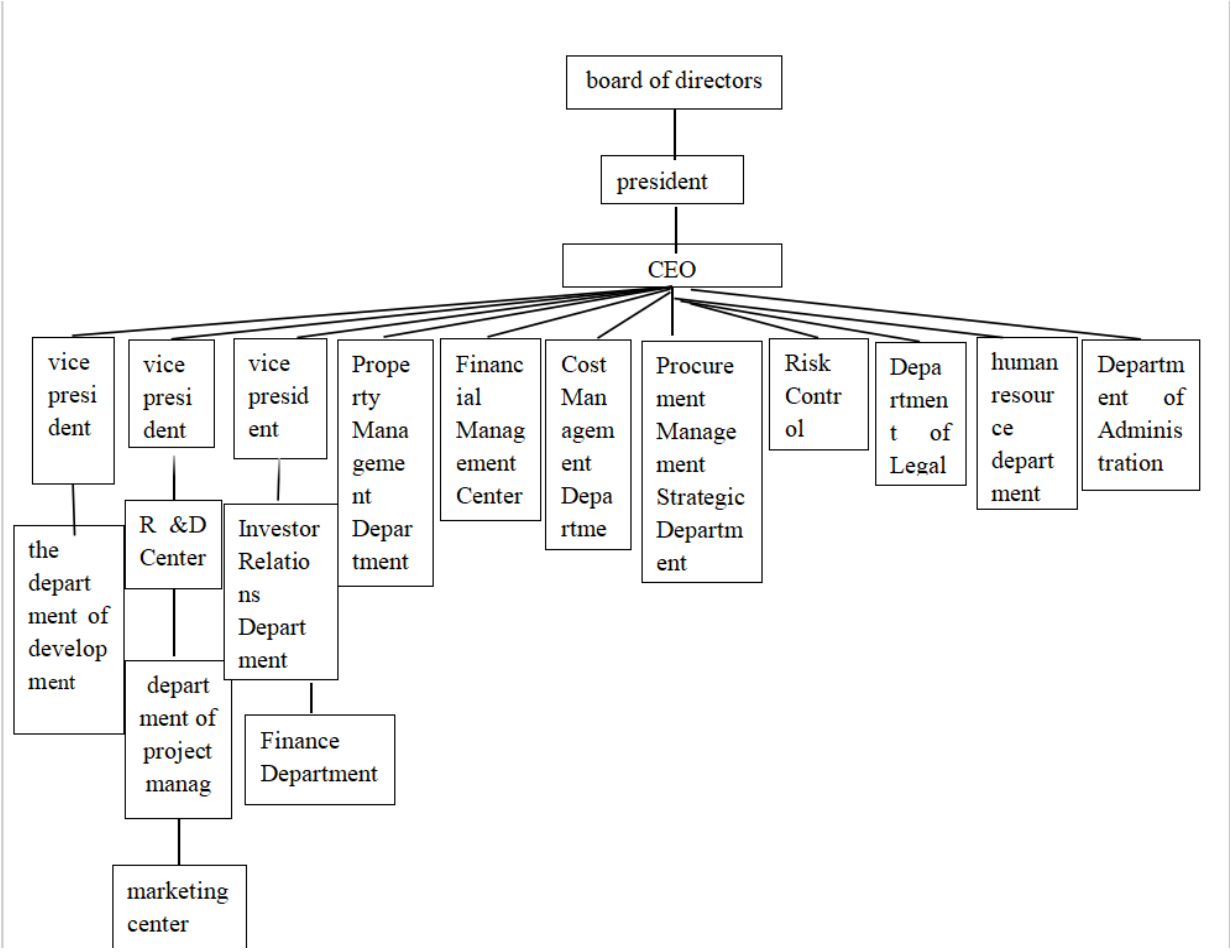

Figure 2.1 - Organizational structure of Sunac Group

Source: Company website

2. Governance

The company boasts a seasoned management team renowned for its cohesive operations and execution capabilities. With an average tenure of over 10 years across both collaboration and professional experience, the team demonstrates remarkable stability. From 2007 to 2009, the firm successfully secured investments from global investors including CDH, New Horizon, Bain Capital, and DB Group. These strategic partners actively participated in key business decisions and operational development initiatives, sharing world-class financial expertise and management best practices to enhance corporate governance and internal control systems.

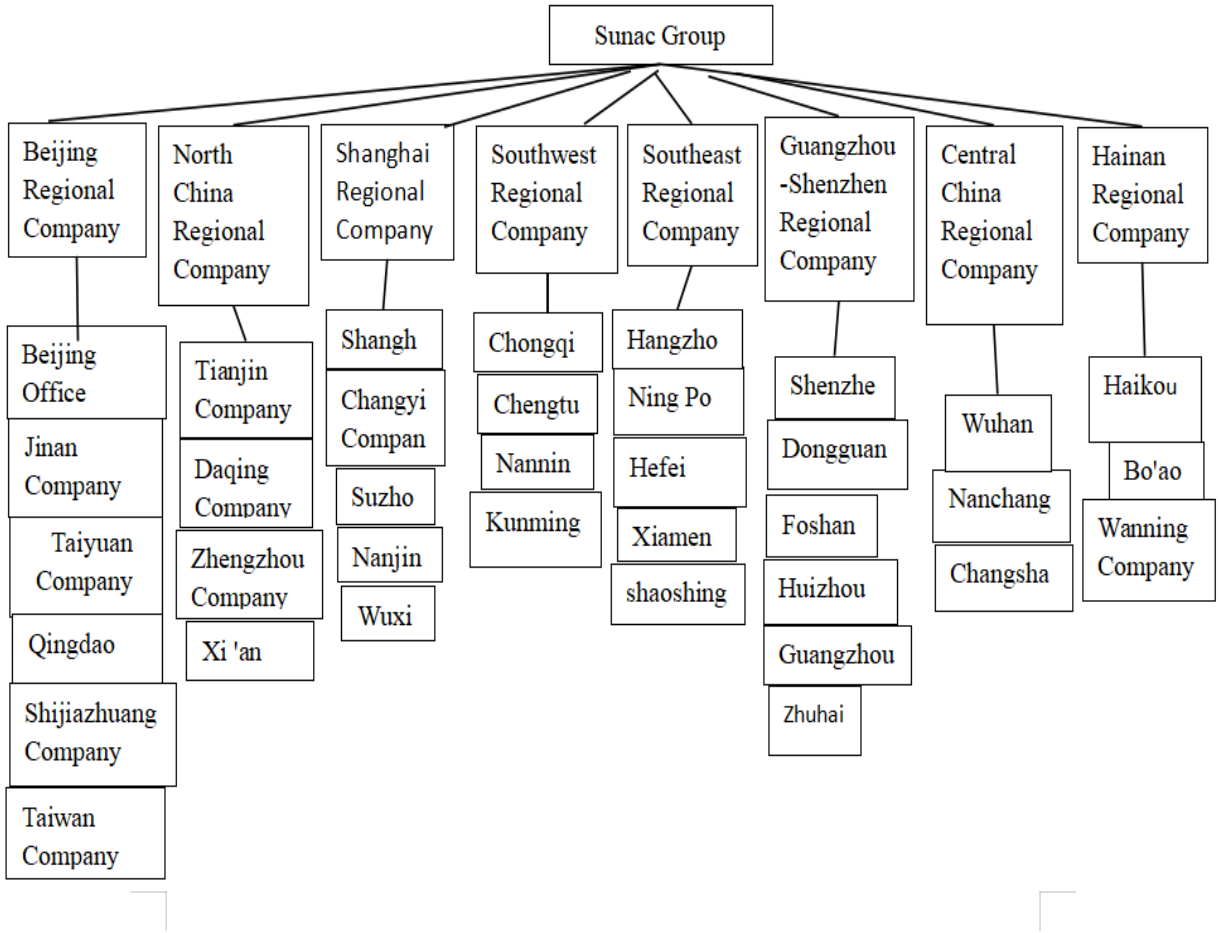

Figure 2.2 -Management system diagram Sunac Group

Source: Company website

3. Staffing status

In order to further understand the situation of the company, this paper conducted a survey on the staff of Sunac Group. At present, the number of employees of Sunac Group is 64,436.

In terms of academic qualifications, 25% of the employees in Sunac Group have a bachelor's degree, 22% have a college degree, 3% have a technical secondary degree, and 50% are highly capable talents who can create value for the company, regardless of their academic qualifications.

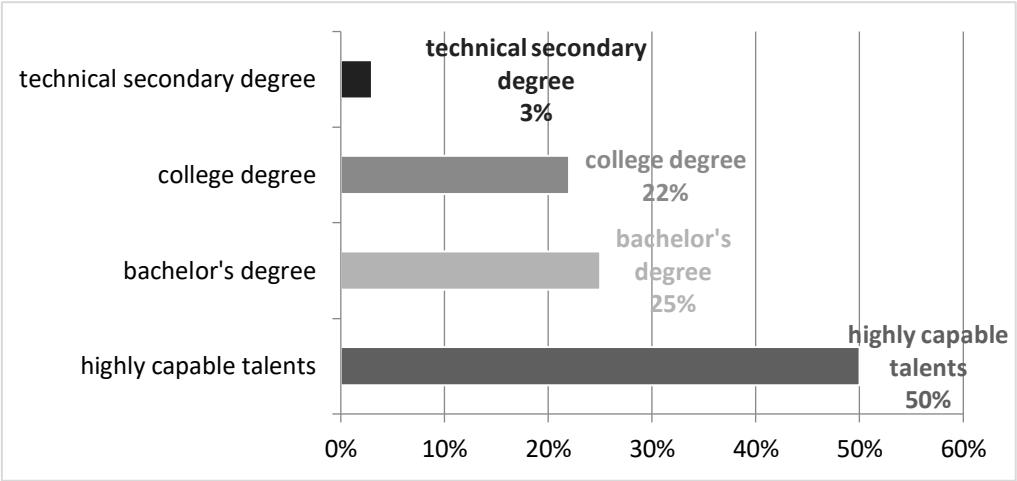

Figure 2.3 -Academic structure diagram

Source: enterprise personnel information collation

In terms of personnel structure, project management category is the largest, accounting for 30%, construction/real estate/decorative decoration/property management category accounts for 19%, operation management category accounts for 12%, finance/audit/statistics category accounts for 9%, human resources/sales category accounts for 8%, customer service category accounts for 7%, technical workers and computer/network/technology category accounts for 4%, and other categories account for 3%.

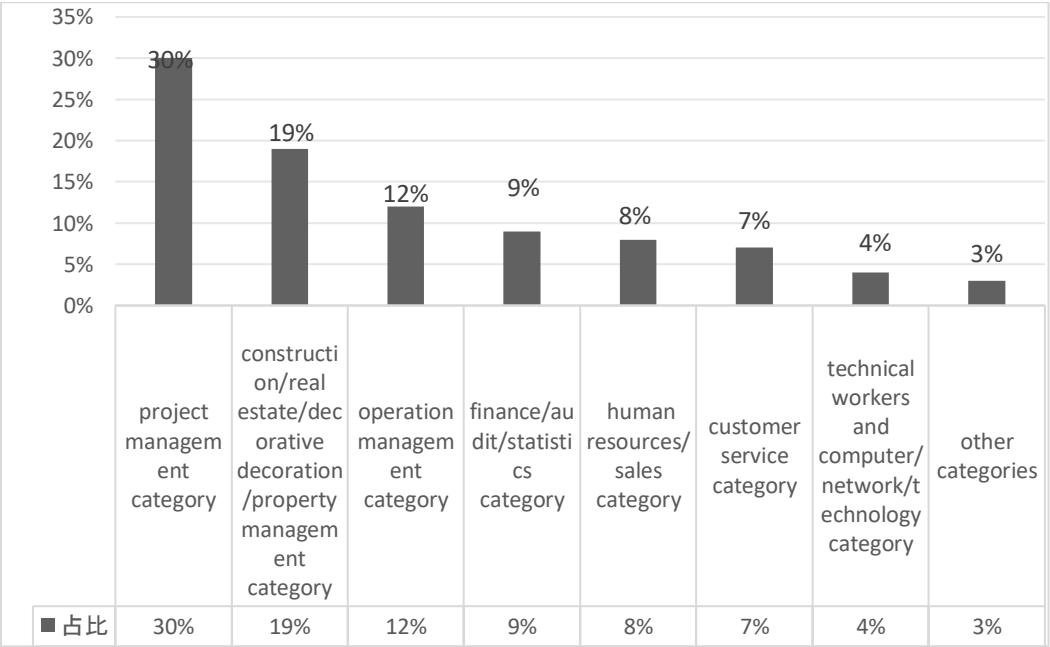

Figure 2.4- Personnel structure

Source: enterprise personnel information collation

In terms of personnel distribution, the main distribution is as follows: Hangzhou accounts for 13%, Shanghai accounts for 10%, Beijing accounts for 8%, Nanchang accounts for 7%, Taiyuan accounts for 7%, Chongqing accounts for 7%, Qingdao accounts for 6%, Xuzhou accounts for 4%, Chengdu accounts for 4%, and Wuhan accounts for 4%.

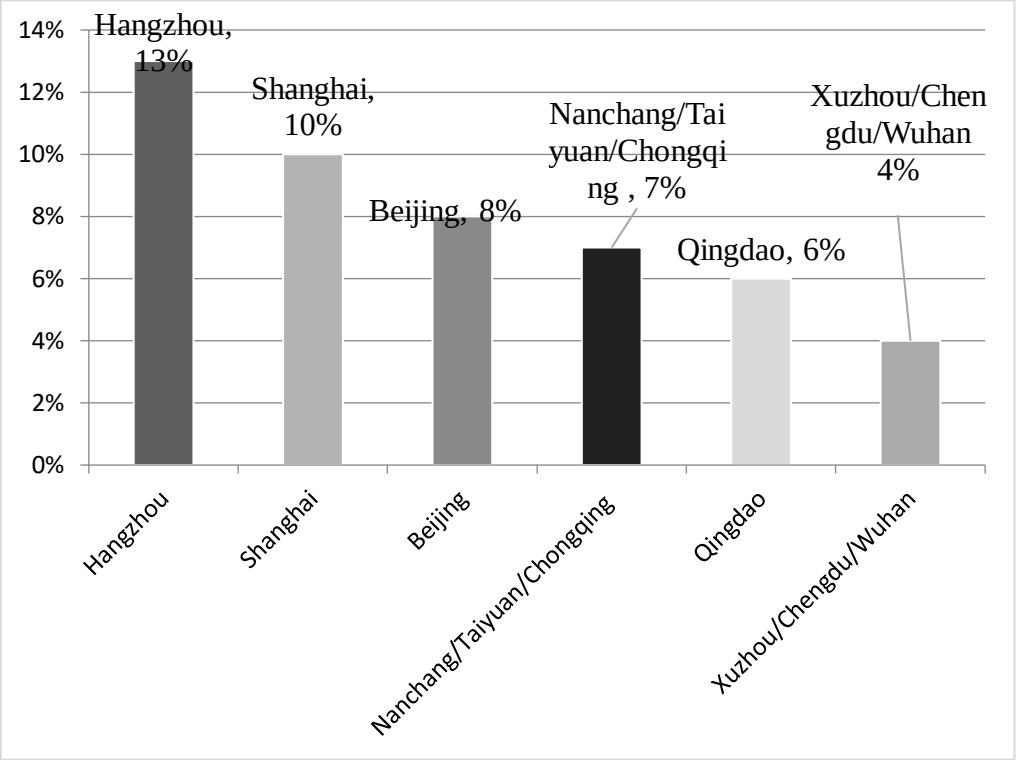

Figure 2.5- Personnel distribution

Source: enterprise personnel information collation

4.Market analysis and financial analysis of the past three years of Sunac Group

（1）SWOT analyse

Table 2.1-SWOT analysis diagram

Superiority	Weakness
1. Quality land reserves 2. High-end product power 3. Diversified operations	1. Financial risk is high 2. Management instability 3. Dependence on core cities
Chance	Threaten
1. policy support 2. Opportunities for debt restructuring 3. Industry consolidation	1. Market competition is fierce 2. Uncertainty over debt restructuring 3. Economic and social instability

Source: Enterprise market analysis and Baidu Encyclopedia compilation

As a multinational real estate enterprise, Sunac faces policy differences and compliance challenges in many countries. It needs to pay attention to the stability of overseas debt restructuring policies and changes in international political situations.

Strengths

High-quality land reserve: The total land reserve is 124 million ㎡, and the unsold equity land reserve is 63.06 million ㎡. 70% of them are located in core first and second tier cities, such as Shanghai Bund and Beijing Chaoyang Park. The project valuation premium is 20%, and the cargo value exceeds 1.23 trillion yuan, which provides support for future sales.

High-end product power: No.1 Department and other high-end product brands have strong influence. In the first half of 2025, the sales reached HK $17 billion, the Shanghai project topped the sales crown, and the repurchase rate was 35%, showing strong competitiveness in the high-end market.

Diversified business: Focusing on the "real estate +" comprehensive layout, there are six strategic sectors under it, such as Rongchuang Real Estate, Rongchuang Service, Rongchuang Culture and tourism. The proportion of property management and cultural tourism revenue is increasing, reaching 28.3% in the first half of 2025, with a revenue of 5.64 billion yuan, which can disperse risks.

Weaknesses

High financial risk: ROE in 2024 is-49.92%, net sales interest rate is-30.3%, asset-liability ratio is 93.75%, cash balance is only 4.4 billion yuan (including restricted 14.2 billion yuan), which cannot cover the current liabilities of 217.1 billion yuan, and the financial pressure is great.

Unstable management: The equity pledge rate exceeds 90%, and the low stock price may trigger replenishment. Five core executives are replaced in three years, which affects the stability of management and may affect the implementation of the company's strategy.

Dependence on core cities: Although the proportion of land storage in the first and second tier is high, the strategy of withdrawing from non-core cities in 2025

may lead to limited market share, and there is some inventory in third and fourth tier cities, and the pressure of inventory reduction is still.

Opportunities

Policy support: The purchase restriction in first-tier cities is loosened, such as the cancellation of purchase restriction in non-core areas of Shanghai and Beijing, the reduction of mortgage interest rate, and the precise matching of Sunac's land reserve structure are conducive to promoting sales.

Opportunity for debt restructuring: If the overseas debt restructuring plan is successfully passed, it will become the first top real estate enterprise with "zero overseas debt", and its net assets will increase from-59.5 billion Hong Kong dollars to 133.6 billion Hong Kong dollars, improving its capital structure and reducing financial risks.

Industry consolidation: The real estate industry is accelerating the clearance, and the advantages of top enterprises are prominent. Sunac can participate in industry consolidation and acquire high-quality assets by virtue of its own advantages.

Threats

The market competition is fierce: State-owned enterprises have low financing costs, such as Vanke and Poly, whose financing costs are only 2-4%, while Sunac's comprehensive cost reaches 7%, which puts great competitive pressure on Sunac. Meanwhile, AMC's involvement in the disposal of non-performing assets with the "capital + construction" model also forms a competition for Sunac.

Uncertainty of debt restructuring: The restructuring of overseas debts requires the support of creditors, and failure may trigger liquidation. In addition, the company has 455 lawsuits involving 166.3 billion yuan, which may trigger asset freeze and affect the normal operation of the company.

Unstable economic environment: Economic recession and financial market instability may lead to a decline in the demand of the real estate market, affecting the sales and capital withdrawal of Sunac.

Based on the above SWOT analysis, Sunac can adopt strategies such as diversification investment, strengthening international expansion, paying attention

to sustainable development, market segmentation and strengthening risk management, so as to give full play to its own advantages, seize market opportunities, deal with potential threats and achieve sustainable development.

PEST analysis

The PEST analysis of Sunac China needs to evaluate its external environment from four dimensions: political, economic, social, and technological.

Political environment

As a multinational real estate enterprise, Sunac faces policy differences and compliance challenges in many countries. It needs to pay attention to the stability of overseas debt restructuring policies, the impact of international political changes (such as geopolitical conflicts) on business, and the constraints of government intervention on project promotion.

Economic environment

The real estate industry is currently in a period of adjustment. Sunac's sales scale has shrunk, but high-end projects have supported the improvement of gross margin. It is necessary to focus on analyzing the impact of exchange rate fluctuations on overseas business, as well as the financial optimization space brought by the reduction of interest expenses after debt restructuring.

Social environment

It is necessary to evaluate the driving effect of urbanization process on the demand in the first and second-tier cities, and pay attention to the impact of the pressure of inventory reduction on the value of land reserves in the third and fourth-tier cities. In addition, the improvement of environmental awareness may give birth to the demand for green buildings, providing an opportunity for business transformation.

Technical environment

Sunac needs to respond to the industrial changes brought by the iteration of new energy technologies, such as r&d investment in smart home, green energy and other fields. At the same time, it needs to pay attention to the support of policies for

scientific and technological innovation, such as R&D subsidies or patent protection policies.

Table 2.2 -PEST analysis diagram

Dimension	Analyze content
Political (P)	1. Real estate regulation policies continue, with measures like the "three red lines" putting pressure on developers' cash flows. 2. In 2025, the Central Political Bureau meeting included "stabilizing the property market" in the government work report, introducing policies such as lower down payments and interest rates, relaxed purchase restrictions, and expanded special-purpose bonds, which benefit Sunac's projects in tier-1 and tier-2 core cities. 3. The issuance of special loans for ensuring housing delivery helps Sunac advance project completion and alleviates reputational pressure.
Economic (E)	1. The real estate industry is in a downturn, with shrinking market demand, affecting Sunac's contracted sales. 2. Tightened financing conditions have led to high financing costs for Sunac, with a large scale of interest-bearing debt and significant repayment pressure. 3. If economic recovery falls short of expectations, homebuyers' willingness to purchase may further decline, impacting Sunac's sales performance.
Social (S)	1. Consumers are increasingly demanding higher-quality housing and living environments. Sunac's focus on high-end and premium products aligns with the needs of some consumers. 2. Factors such as population aging and slowing urbanization may affect long-term demand in the real estate market. 3. Sunac's brand image has been somewhat impacted by debt issues, potentially influencing consumer purchasing decisions.
Technological (T)	1. The rising share of ready-for-occupancy sales is pushing developers to improve product quality and construction management. Sunac needs to increase investment in technology. 2. Sunac has three R&D institutions and teams, has obtained 65 national patents, and achieved over 15 innovation awards at the municipal level or above. Its integrated industry-academia-research development model supports technological innovation. 3. The application of digital technologies can enhance Sunac's marketing efficiency and customer service capabilities.

Source: Enterprise market analysis and Baidu Encyclopedia compilation

（1）Economic and financial indicators for the three-year period (2022-2024)

The economic and financial indicators of Rongchuang from 2022 to 2024 show that the company is facing great operational pressure and financial challenges in these three years. The specific analysis is as follows:

Table 2.3 -Fiscal analysis of the past three years

Year	Operating Revenue(RMB 100million)	Net Profit(RMB 100million)	Net Profit Attributable to Parent Company(RMB 100million)	Interest Bearing Debt(RMB 100million)	Contracted Sales (RMB 100million)	Gross Profit (RMB 100million)	Total Assets (RMB 100million)	Total Liabilities (RMB 100million)
2022	1083.12	-309.75	-276.7	2984.2	Not mentioned	-8.19	Not mentioned	Not mentioned
2023	1542.3	-104.1	-79.7	2778.3	847.7	-25.03	Not mentioned	Not mentioned
2024	740.2	Not mentioned	-257	2596.7	471.4	28.9	8829	8277

Source: Enterprise annual financial report and industry report analysis

1. Revenue Plunge: Sunac's operating revenue surged from 108.312 billion yuan in 2022 to 154.23 billion yuan in 2023, only to plummet by 52% to 74.02 billion yuan in 2024. This sharp decline stems from the real estate downturn and shrinking market demand. The company has been prioritizing housing delivery commitments and debt resolution, while constrained financing options have delayed both project completions and new development launches.

2. Profit Performance Remains Dismal: In 2022, the company recorded a loss attributable to shareholders of 30.975 billion yuan. The losses widened to 7.97 billion yuan in 2023 and further expanded to 25.7 billion yuan in 2024. However, gross profit achieved a turnaround in 2024, shifting from a 2.5-billion-yuan loss in 2023 to a 2.89-billion-yuan profit. The gross margin increased from-1.6% to 3.9%, primarily driven by higher proportion of high-margin projects with carried-over

property sales revenue and reduced property impairment provisions compared to the previous year.

3. Debt pressure has eased: Interest-bearing debt stood at 298.42 billion yuan in 2022, decreased to 277.83 billion yuan in 2023, and further reduced to 259.67 billion yuan in 2024. In 2024, Sunac completed a 15.4 billion yuan domestic bond restructuring, becoming the first real estate company in the industry to achieve full restructuring of domestic corporate bonds. The debt was rolled over for 5-9.5 years with interest rates reduced to 1%, slashing 70% of debt while eliminating repayment pressure for five years. However, overseas debt restructuring remains unimplemented, posing certain risks.

4. Cash balance decreased: The cash balance in 2023 was about 24.62 billion yuan, and decreased to 19.75 billion yuan in 2024, a year-on-year decrease of 4.87 billion yuan. However, the cash flow released through asset revitalization exceeded 6.8 billion yuan, and the financing approval of 34.5 billion yuan such as special loan for housing delivery was obtained, so the short-term liquidity pressure was controllable.

5. Optimization of business structure: In 2024, the sales ratio of Sunac Property decreased to 82.8%, while the revenue of cultural tourism and property management improved significantly, accounting for 16.3% compared with 8.1% in 2023, and property management and cultural tourism became new business growth points.

2.2 Recruitment Management System of Sunac Group

The Human Resources Department is responsible for human resource planning, recruitment design, implementation, and evaluation at Sunac Group. The company requires this department to align with its long-term development goals, address current recruitment needs, analyze key organizational challenges, and prioritize the most critical talent positions to establish a solid foundation for sustainable growth. The department's responsibilities include:

Table 2.4 – Sunac Group Human Resources Department job list

Departmental responsibilities	(1) Take overall responsibility for the company’s human resource management and development.
	(2) Timely recruit, select, train and reserve qualified and high-quality talents who are compatible with the corporate culture.
	(3) Formulate salary and welfare system, performance appraisal system and other incentive system in line with the company’s development strategy and corporate culture to tap the potential of employees and stimulate their creativity.
	(4) Confirm the talent plan according to the overall development strategy of the company.

Source: enterprise personnel information collation

Like many companies, Sunac Group uses internal and external recruitment channels when there is a shortage of staff.

(2) Internal recruitment

When vacancies occur in certain positions at Sunac Group, the company’s HR department formulates recruitment plans based on current needs. The HR team first publishes job openings internally. Employees can apply independently after seeing the postings, aligning with their career development goals and personal circumstances. Internal candidates undergo preliminary screening to identify qualified applicants meeting position requirements. Through rigorous assessments and interviews, the most suitable candidates for each vacancy are selected. Sunac Group employees may also participate in internal referrals to recommend outstanding talents for the company.

This recruitment approach offers high efficiency, allowing Sunac Group to address staffing shortages rapidly. Employees can immediately assume roles without prior company knowledge, significantly reducing human, material, and financial resources. However, internal recruitment remains unsuitable for Sunac Group’s current development needs. Retaining existing staff under outdated systems leads to low motivation, complacency, and isolated decision-making processes. Such practices fail to inject new vitality into corporate growth and may ultimately hinder organizational progress.

(2) External recruitment

In addition to internal recruitment, Sunac Group also conducts external recruitment, mainly through online platform recruitment, on-site recruitment in talent markets and on-site recruitment in university campuses.

Online recruitment platforms operate through two primary channels. The first involves posting job listings on professional recruitment websites such as Best Oriental, Zhaopin, and BOSS Zhipin. The second utilizes chat-based recruitment tools like WeChat, where employers can post job openings in group chats detailing positions and requirements. Candidates can then contact recruiters directly to discuss opportunities, with specialists available to answer all questions.

In the on-site recruitment of the talent market, one of the important tasks for all participants in the meeting is to receive as many effective resumes as possible. If conditions allow, the recruiter can negotiate with the candidates on site. If the interviewer thinks that the candidate’s conditions are what the company needs, he/she should contact him/her in time.

Sunac Group’s campus recruitment operates through two distinct phases: summer and winter. The summer recruitment season typically runs from June to July, while the winter phase occurs in November and December. During these periods, the company organizes on-site presentations at designated venues to collect resumes, primarily targeting fresh graduates from universities. Successful applicants will begin their internship journey as interns. After completing six months of probationary training, those who demonstrate satisfactory performance will be formally hired as full-time employees, becoming integral members of the organization.

This recruitment strategy has effectively addressed staffing shortages at Sunac Group, injecting new vitality into the company’s development and introducing innovative thinking. By leveraging this approach, the organization has successfully promoted its corporate image while demonstrating its commitment to talent acquisition. However, such recruitment methods require substantial human, material, and financial resources. External hires need time to adapt to the corporate culture and job requirements, undergo intensive onboarding training, and incur high

operational costs during their tenure. Moreover, there's no guarantee that these candidates will fully meet job specifications or contribute value to the company's growth. Additionally, they remain vulnerable to poaching by competitors, lacking cultural alignment with the organization and facing risks of talent loss through industry competition.

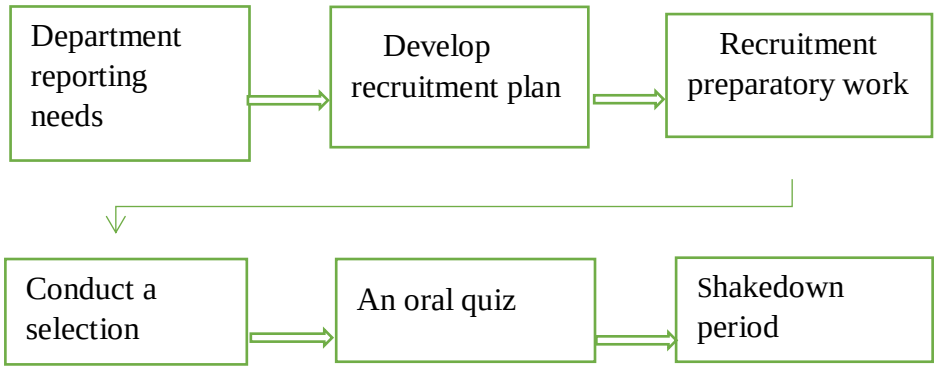

Figure 2.6 - Sunac Group recruitment flow chart

Source: enterprise personnel information collation

The recruitment process of Sunac Group mainly includes the following aspects:

First, the enterprise department of Sunac Group reports the vacant positions to the human resources department. The human resources department determines the human resources plan according to the requirements of the department, defines the human resources demand and makes the job description.

Second, the human resources department makes plans according to the arrangement, including recruitment location, recruitment plan and recruitment time, so as to facilitate the smooth development of recruitment activities.

Third, prepare for recruitment in advance and understand the market situation in advance. Post recruitment information through recruitment websites such as Best Oriental, BOSS Zhipin and Zhilian Recruitment, as well as chat platforms such as wechat. At the same time, we will participate in online job fairs in talent markets and enter universities for recruitment to receive more resumes from applicants.

Fourth, conduct the selection process. After receiving resumes, perform an initial screening of candidates. Those who pass this preliminary screening will be contacted for interviews. The HR specialist will conduct the initial interview to gather basic information about the candidates. If they pass the first round, a department head will conduct a second interview to assess their professional skills and job qualifications.

Fifth, after two rounds of interviews, the company is sure that the applicant is qualified in all aspects and can be competent for the position. Then the company will hire the applicant and issue a notice of employment. The contract will be signed with the applicant and archived.

Sixth, probation period. After the applicant enters the position, the company will have a six-month probation period, during which the company will mainly investigate whether the applicant is suitable for this job, how he/she is interested in this job, and whether he/she can continue to work in the company after the probation period.

When recruiting employees, Sunac Group's HR department often adopts a one-size-fits-all approach to minimize resources and effort. This leads to arbitrary hiring practices and subjective decision-making, with unclear recruitment criteria and objectives. The lack of standardized procedures results in formulaic processes that deviate from competency-based models. Consequently, the recruited candidates vary significantly in qualifications, often failing to meet job requirements or align with positions. This mismatch creates operational challenges, hinders effective coordination across departments, and undermines Z Company's recruitment effectiveness. Subsequent cost increases from implementing remedial measures further exacerbate these issues.

2.3 Current Challenges and Issues in Recruitment Management

We focus on a subsidiary of Sunac Group, analyzing 200 sales personnel through distributed questionnaires. Of the 200 surveys distributed, 189 were

successfully returned. The research provides an in-depth exploration of recruitment practices at the company, examining its hiring processes and identifying operational challenges. These findings not only enhance organizational capabilities but also optimize recruitment management, improve interdepartmental collaboration efficiency, establish comprehensive human resource systems, leverage workforce strengths, and ultimately drive corporate growth.

The survey questionnaire consists of two sections: subjective and objective questions. To optimize time efficiency, it primarily features objective questions with supplementary subjective ones. With the explicit instruction that this questionnaire is exclusively for thesis data collection and not for other purposes, employees are required to complete it thoroughly without perfunctory responses. This approach ensures data authenticity and validity while providing reliable support for academic research. The collected information facilitates analysis of organizational challenges, enabling the formulation of actionable solutions to drive corporate development.

Through the analysis of survey responses, we have identified key findings. Sunac Group's recruitment primarily targets female candidates, which may align with the company's job requirements. Educational backgrounds predominantly show bachelor's degrees as the majority, followed by associate degrees, while vocational school graduates constitute a smaller proportion. The company demonstrates strong expertise in evaluating applicants' professional competencies, effectively assessing candidates 'suitability for positions through rigorous assessments. Regarding job responsibilities, most respondents reported their work aligning with personal interests, maintaining work enthusiasm that matches the skills evaluated during interviews. While over 30% of candidates had three years of experience, those with less than three years were more common. Survey data indicates that most applicants meet the company's competency standards. However, regarding interview techniques, nearly half of respondents rated them as "basically adequate," with some considering them "inadequate" — highlighting areas needing improvement in interview evaluation methods.

Table 2.5 - Questionnaire results analysis

Project	Dimension	Number of people	Proportion, %
Sex	man	49	25.93
	woman	133	70.37
	Would not disclose	7	3.7
Record of formal schooling	Master's degree or above	0	0
	undergraduate course	98	51.85
	junior college	63	33.33
	special school	28	14.81
Professional proficiency	highly professional	77	40.74
	stronger	77	40.74
	same as	28	14.81
	be deficient in	7	3.7
Job content	accord with	77	40.74
	Essentially consistent	63	33.33
	inconformity	49	25.93
	Not at all compatible	0	0
hands-on background	Less than six months	63	33.33
	6 months to 1 year	56	29.63
	One to three years	36	22.22
	More than three years	28	14.81

Source: questionnaire survey results analysis and collation

The problems existing in the recruitment management of Rongchuang Group are as follows:

1. Unclear recruitment criteria and objectives

As shown in the figure, Sunac Group's recruitment management process suffers from unclear standards and objectives. Vacancies are primarily reported by user departments, which often prioritize immediate staffing needs over long-term development when submitting candidates. The HR department merely meets departmental demands without considering the company's strategic planning. Employees recruited should contribute to the organization's sustainable growth rather than just completing assigned tasks. Current recruitment standards only require relevant professional knowledge and work experience, setting low quality requirements and lacking consideration for future job responsibilities. This short-sighted approach to recruitment serves immediate needs without long-term vision,

leading to irregular hiring processes and unexpected situations that negatively impact the company's long-term strategic goals.

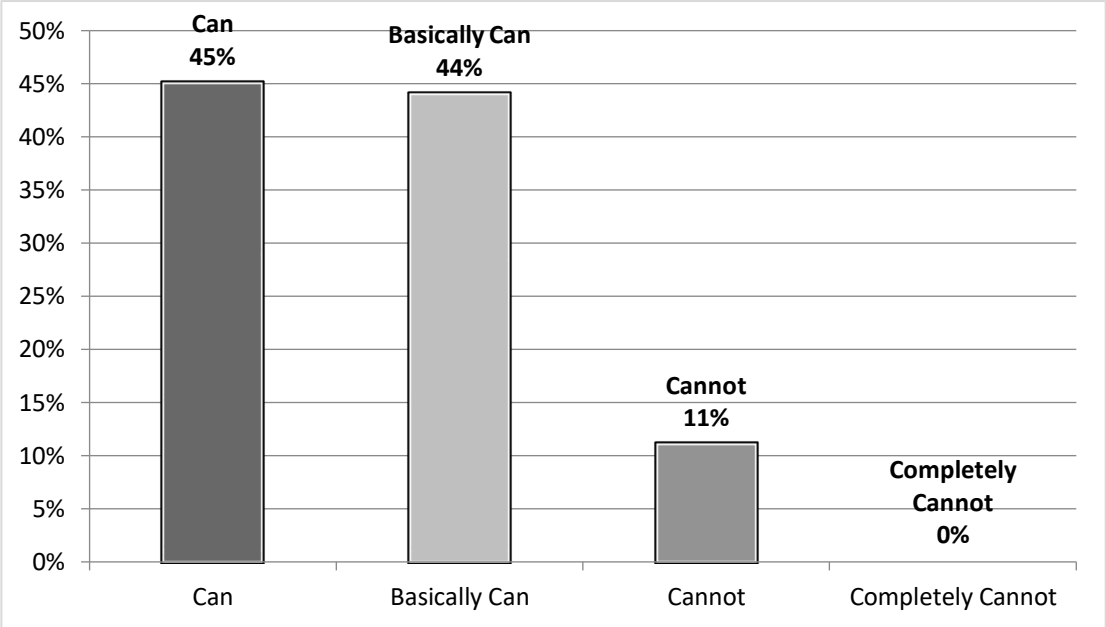

Figure 2.7 - Whether the recruitment target is reasonable Figure

Source: questionnaire survey results analysis and collation

The recruitment management process is not standardized

Sunac Group faces issues with non-standardized recruitment management processes. Like other companies, its recruitment workflow remains traditional, typically following a sequence of: departmental requests → plan formulation → preparatory work → preliminary interviews → final interviews → hiring → probation period. Survey data reveals that over 50% of employees acknowledge Sunac Group's recruitment system lacks consistency in personnel management. The company neither designates dedicated recruitment staff nor establishes specialized teams, instead assigning personnel from other departments when vacancies are reported. Moreover, the HR department fails to conduct thorough time and staffing planning before hiring, often prioritizing quick placements through recruitment channels rather than ensuring qualified candidates. The absence of standardized evaluation criteria across different recruitment roles leads to subjective decision-making, resulting in irregular procedures and arbitrary practices throughout the hiring process.

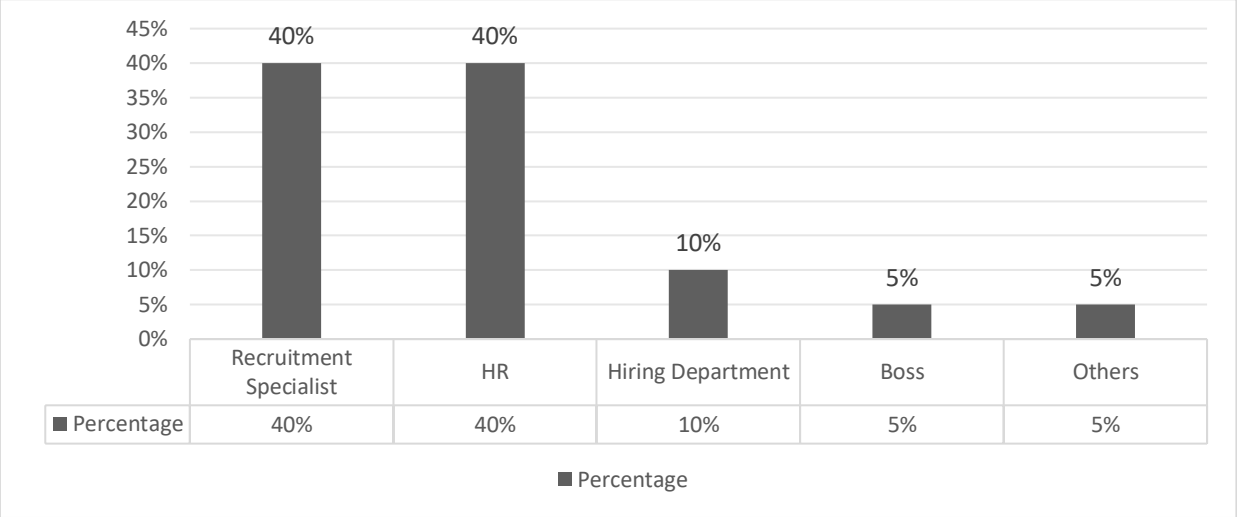

Figure 2.8 - Recruitment ratio

Source: questionnaire survey results analysis and collation

3. Lack of effectiveness in recruitment assessment

A successful recruitment process encompasses not just candidate selection and hiring, but also a crucial final phase: evaluation. During this stage, recruiters must conduct comprehensive assessments covering recruitment costs, hiring numbers, candidate quality, and departmental satisfaction. By analyzing these evaluation outcomes, organizations can refine their recruitment strategies for future applications. However, Sunac Group often neglects effective evaluation processes, sometimes conducting them superficially or even skipping them entirely. Their recruitment approach focuses solely on filling quotas and meeting departmental staffing needs, without maintaining rigorous quality control. This practice frequently results in mismatched employee competencies with job requirements, creating situations where staff cannot effectively utilize their skills to meet operational demands, ultimately failing to generate value for the company.

There is no effective reference to competency

As shown in Figure 2.9, it is evident that Sunac Group's recruitment process fails to utilize competency models, focusing instead on surface-level attributes (the visible part of the iceberg). For instance, 56% of respondents held bachelor's degrees, while other qualifications were less prominent. Many applicants reported having

worked for under six months, indicating limited understanding of corporate culture and policies.

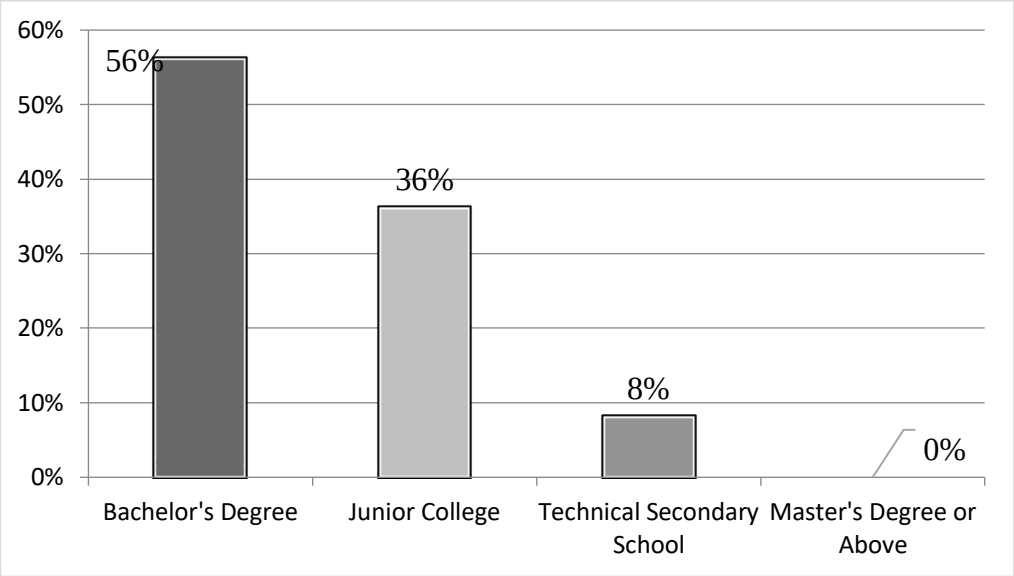

Figure 2.9- Proportion of educational background of recruiters

Source: questionnaire survey results analysis and collation

Thus, Job selection primarily followed basic position requirements without comprehensive evaluations. The underlying aspects of employee qualities—such as psychological resilience, stress management skills, and workplace adaptability—were entirely overlooked.

CHAPTER 3

DESIGN OF RECRUITMENT MANAGEMENT SYSTEM BASED ON COMPETENCY MODEL IN SUNAC GROUP

3.1 Root Cause Analysis of Recruitment Management System Issues in Sunac Group

Analysis of the reasons for the problems in the recruitment management system of Sunac Group

1. Lack of planning in recruitment

Unscientific recruitment plan for sales personnel

Table 3.1 - Comparison table of leading companies and Sunac Group

Comparative dimensions	Leading companies	Sunac Group
Human resources planning time	long	short
Quality of personnel	tall	low
Size of organization	big	small
Regulatory norms	stubborn	difference
Organizational goal	clear and definite	indeterminacy

Source: Baidu Encyclopedia analysis and collation

Human resource planning suffers from unscientific approaches, insufficient foresight, and poor operational effectiveness. As evidenced by the comparison between industry leaders and Sunac Group (Table 3.1) in Table 3.1, Sunac's departments only consider current sales vacancies when submitting staffing plans, rarely evaluating candidates' alignment with the company's strategic objectives. This disconnect from long-term planning and environmental analysis results in short-term solutions that fail to enhance operational efficiency. Recruitment processes are predominantly handled by HR departments without sales department input – a critical oversight given that sales teams possess the most accurate understanding of

job requirements. Consequently, HR hires based solely on job specifications and responsibilities, lacking the ability to accurately assess whether candidates truly match the positions.

(2) Lack of scientific job analysis for sales positions

The job analysis system at Sunac Group is fundamentally flawed, with incomplete position descriptions for sales roles. The HR department has consistently neglected job analysis processes, demonstrating limited understanding of its critical importance. During recruitment, the company disregarded thorough demand analysis, mistakenly believing existing sales positions had been fully understood through repeated hiring cycles, rendering further analysis redundant. Sales position descriptions remain rudimentary, containing only basic job profiles and qualifications. Key roles like Sales Specialist and Sales Manager lack standardized recruitment criteria, relying instead on subjective assessments of candidates' qualifications. The absence of comprehensive internal and external context regarding job responsibilities and skill requirements results in new hires lacking clarity about their duties, strained workplace dynamics, mismatched role expectations, and ultimately reduced productivity.

(3) No in-depth analysis of sales recruitment needs

Sunac Group failed to conduct thorough analysis of sales recruitment needs during hiring processes. When recruiting for positions with similar responsibilities across two departments, the HR department relied solely on past experience, assuming their previous practices could meet sales department requirements without considering actual operational demands. Different sales teams may have distinct needs – one prioritizing reliable and capable candidates while another values meticulous responsibility. This oversight led to two contrasting hiring scenarios: one department sought stable performers, while the other sought detail-oriented professionals. The HR team's failure to analyze specific sales position requirements resulted in situations where "recruited candidates appeared articulate but couldn't deliver results" or "employees left shortly after due to mismatched skills with job requirements."

2. The recruitment process is arbitrary

(1) The recruitment process is not perfect

The standard recruitment management process typically involves human resources planning, job descriptions, recruitment plans (timing, positions, number of hires, qualification requirements), preparation (market research, information dissemination, application processing), selection (preliminary screening, written tests, interviews, additional assessments), hiring (decision-making, notification issuance), and evaluation (procedural compliance, skill assessment, efficiency analysis). However, Sunac Group's recruitment management system remains underdeveloped. Its current process includes departmental reporting → plan formulation → preparatory work → preliminary screening → interview stage → final hiring → probation period. When departments report vacant positions, they simply conduct recruitment, interviews, and hire employees without establishing human resources plans, creating job descriptions, forming dedicated recruitment teams, setting unified standards, defining recruitment channels, analyzing candidate pools, or tailoring recruitment approaches to specific roles – resulting in weak recruitment relevance. Post-hiring evaluations only involve probationary assessments, with HR departments failing to assess their own recruitment processes.

(2) Lack of control over time

The entire recruitment process lacks proper time management. When hiring departments report vacant positions, HR departments fail to establish timelines—such as recruitment deadlines, project timelines, and confirmed onboarding dates for new hires. They merely complete tasks without proper scheduling. This results in hiring departments urgently needing new employees to start work while HR struggles to find suitable candidates, causing delays in departmental progress and company operations. Under pressure from hiring departments, HR must resolve the issue. This often leads to HR rushing to hire candidates within short periods to meet targets, without conducting thorough evaluations. Unqualified candidates unfamiliar with their roles may leave. Meanwhile, hiring departments face staff shortages,

forcing HR to initiate new recruitment cycles—a costly and inefficient cycle that ultimately backfires.

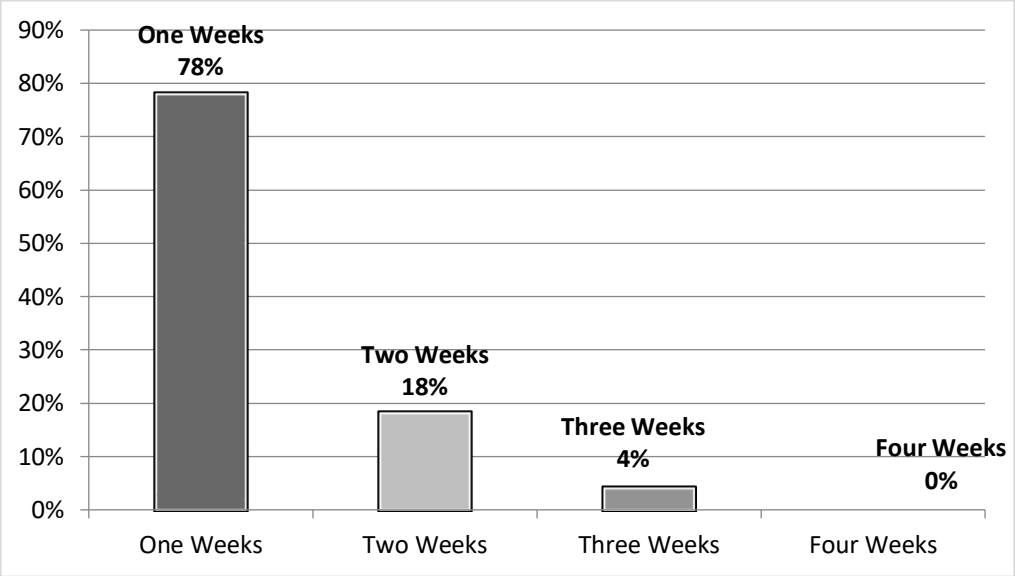

Figure 3.1 - Interview time ratio chart

Source: questionnaire survey results analysis and collation

(3) Lack of scientific way to screen resumes

A well-crafted resume is crucial for job applicants and serves as the foundation for successful recruitment. While Sunac Group collects numerous resumes—both paper and digital versions—during job postings, it lacks a systematic screening process. The selection is solely handled by HR staff without dedicated recruiters or standardized criteria, relying instead on subjective judgment and personal preferences. This unscientific approach risks overlooking qualified candidates. Choosing unsuitable candidates not only increases training costs but also leads to poor performance, mismatched roles, and potential need for re-recruitment. Such inefficiencies waste resources, hinder team and business progress, and ultimately damage the company's reputation.

(4) Lack of clear interview process

Sunac Group employs an unstructured interview format during recruitment. The process begins with candidates introducing themselves, covering basic information, work experience, and technical skills. Interviewers then follow up with

targeted questions based on the candidates 'responses. The entire process is guided by the interviewer's discretion, who evaluates candidates using their answers alongside industry experience and job requirements. While this approach is straightforward and minimally demanding-requiring only clear articulation of ideas-it fosters a relaxed atmosphere that encourages candid feedback. However, its inherent lack of structured criteria and subjective judgment may fail to comprehensively assess candidates 'capabilities. Qualified candidates might not fit the role, potentially leading to misplacement and related issues. Without standardized procedures, recruitment efficiency suffers, candidate experiences deteriorate, and "misfit hires" become more likely. Clear processes act as a "navigation system" - enabling interviewers to know what to ask and how to evaluate candidates, while allowing applicants to perceive the company's professionalism. This approach ultimately enhances both recruitment efficiency and quality.

3. The recruitment evaluation process is not implemented

(1) Poor communication between departments

Communication between departments within Sunac Group remains inadequate, with minimal interaction occurring when work demands are not active. Particularly in the personnel and hiring departments, information gaps and differing perspectives often lead to conflicting statements, ultimately resulting in candidates who don't meet actual organizational needs. When departments report vacancies to HR, they typically stop tracking recruitment progress, merely awaiting candidate placements without providing feedback. Conversely, HR departments focus solely on recruitment processes, failing to evaluate candidates' professional development or assess their skills and efficiency after placements. This siloed operational model between hiring and HR departments creates systemic barriers to effective recruitment evaluation.

(2) Recruitment evaluation is a mere formality

In recruitment evaluation processes, we often focus on employee performance. This is because such insights require continuous daily observation and gradual accumulation of data, rather than easily quantifiable metrics like time or cost.

However, Sunac Group's evaluation practices prioritize assessment for its own sake over identifying recruitment shortcomings, addressing employee issues, or analyzing root causes. For instance, when an employee resigns, it's crucial to determine whether the departure stems from corporate factors or personal reasons – a critical question requiring HR department scrutiny. Moreover, the company fails to conduct differentiated analyses for different employees and disconnects performance evaluations from competency profiles. As a result, these assessments lose their guiding role in improving recruitment practices, merely identifying problems without delivering satisfactory solutions.

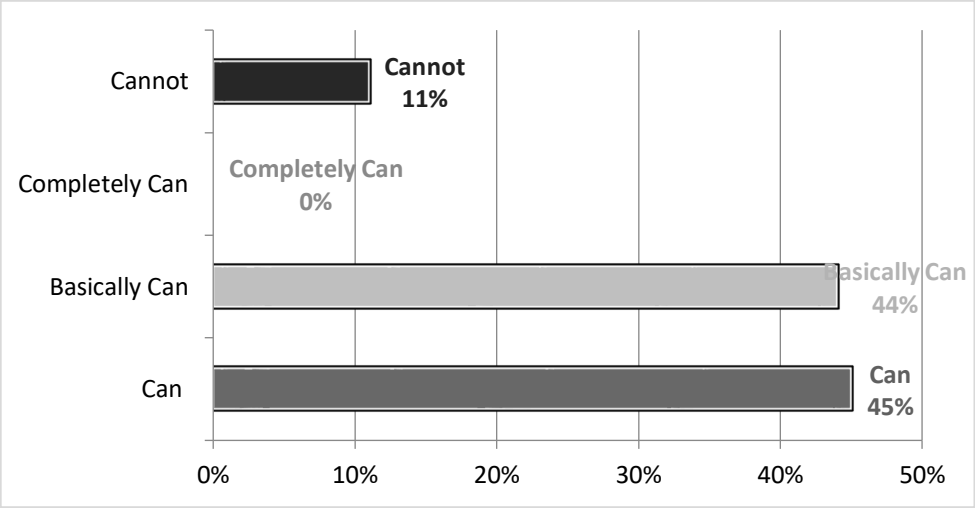

Figure 3.2 – Work content and skill matching ratio

Source: questionnaire survey results analysis and collation

4. Neglect of reference competence. (1) Focus on quantity, not quality

The recruitment philosophy adheres to the principle of "better understaffed than overstaffed," prioritizing quantity over quality. However, Sunac Group has inverted the hierarchy between quality and quantity in its hiring practices. Without comprehensive evaluation, the company solely pursues numerical targets, mechanically meeting staffing requirements without considering essential factors: whether candidates genuinely meet departmental needs, possess the necessary qualifications for their positions, or can deliver value during employment. Survey findings reveal that Sunac Group fails to conduct regular quality assessments in

recruitment. A prevalent mindset persists that "meeting headcount quotas automatically fulfills hiring objectives," a flawed approach that severely compromises recruitment standards.

(2) Only consider external ability, ignore the deep potential

When recruiting, Sunac Group primarily evaluates candidates' academic qualifications, work experience, and professional skills while overlooking deeper potential traits like learning agility, stress resilience, and mental flexibility. This misguided belief that high degrees and technical expertise equate to excellence creates a dangerous cycle of hiring talent but failing to retain them. Overemphasizing credentials and technical competencies without assessing other qualities risks missing out on candidates with hidden potential and future performance potential. Effective recruitment requires holistic evaluation.

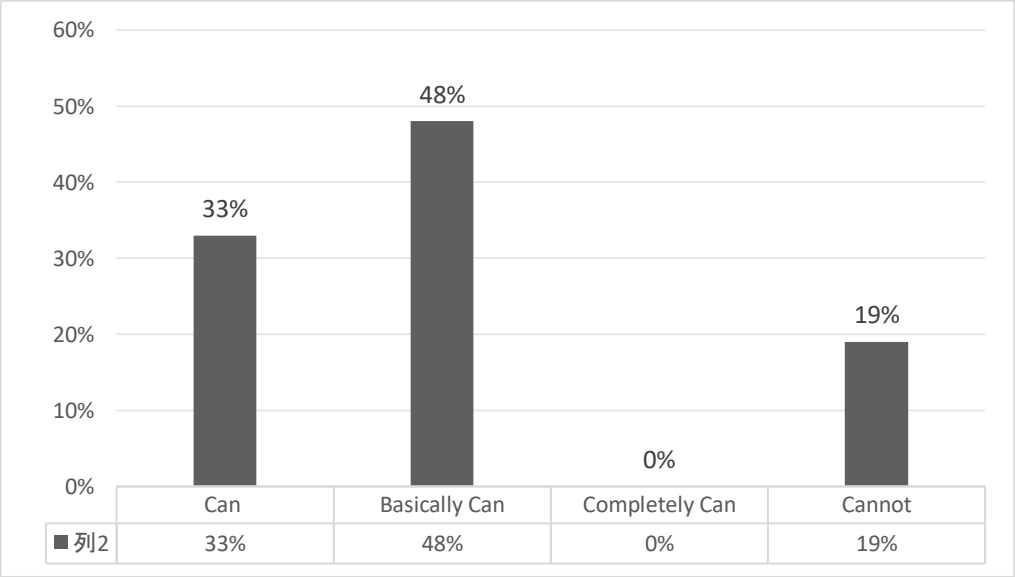

Figure 3.3 - Individual ability reflection ratio diagram

Source: questionnaire survey results analysis and collation

Thus, recruitment should evaluate both current competencies and future growth potential. Only by combining these perspectives can organizations truly identify candidates who are well-matched and have sustainable development potential.

3.2 Construction of the Competency Model for Sales Personnel

A sales professional must possess essential qualities including patience, self-control, communication skills, observational awareness, analytical capabilities, execution ability, and learning capacity. Only through these competencies can one excel in the sales industry and be recognized as a competent salesperson. As illustrated in the diagram, through referencing relevant literature and conducting field research at enterprises, it is concluded that a salesperson's competency elements fall into four categories: skill elements (basic sales abilities, consulting skills, etc.), knowledge elements (market analysis, business planning, etc.), personality traits (patience, stress resilience, etc.), and comprehensive skill elements (execution capability, innovative thinking, etc.).

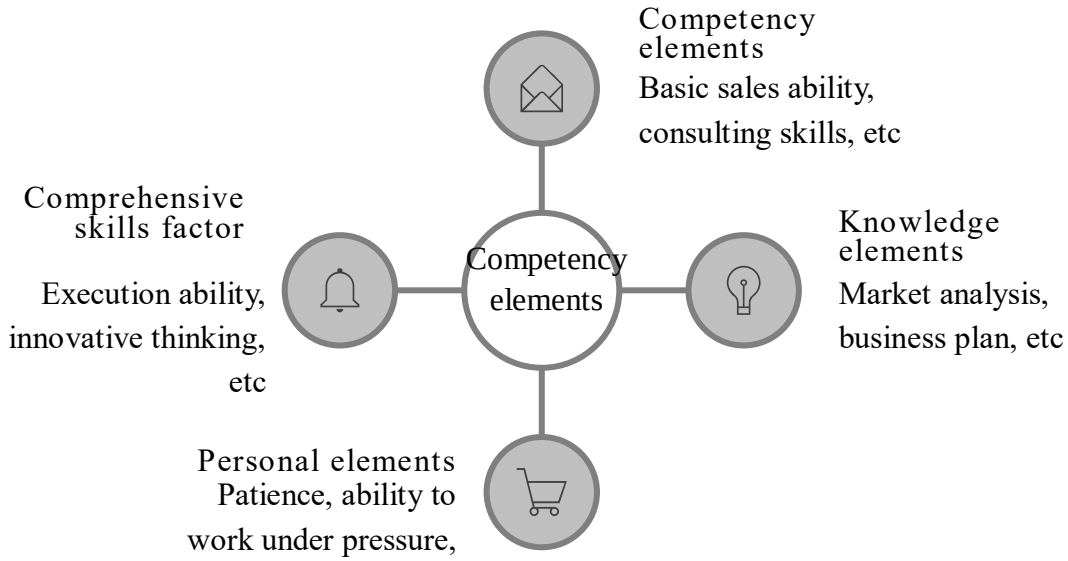

Figure 3.4 - Competency elements of sales personnel

Source: Public data collated

As shown in the diagram, the competency categories for sales professionals encompass four key dimensions: skills, knowledge, personality traits, and integrated competencies. The skill category includes fundamental sales capabilities, strategic sales techniques, consulting skills, and problem-solving

abilities. The knowledge category covers financial analysis, market research, business planning, computer literacy, process optimization, and product expertise. Personality traits involve strong patience, self-reflection, a sense of belonging, and stress resilience. Integrated competencies include execution capability, logical reasoning, innovative thinking, and analytical problem-solving. Sales competence and technical skills are essential for sales professionals.

Table 3.2 - Sales personnel competency model construction

Class	Competency elements	Elements note
Technical ability	Fundamental sales capacity	Establish harmonious customer relationship, determine customer needs, elaborate product features and advantages, be able to deal with disputes and reach a deal
	Strategic sales skills	Listen to the needs of other customers and develop a vision to build a network of customers and suppliers that will help achieve both strategic goals
	Advisory skills	Engage decision-affected people in decision-making, encourage key stakeholders to participate in issues, and promote the development of breakthrough ideas and solutions
	Problem solving skills	Ability to anticipate potential problems, encourage new ideas, distinguish between phenomena and causes, propose modifications and implement solutions
Specific character	High levels of patience	Be willing and able to put aside small gains for the moment to focus on the needs of others, and be able to devote time and energy to future benefits or rewards
	search one's heart	Be aware of yourself, understand how others see you, consider the impact of your words and actions on others before acting, and don't be emotional
	Affiliation requirements	Desire to communicate with others, show enthusiasm in the process, and get along well with all kinds of people, and want to be accepted by others
	stress tolerance	Ability to deal with things under external pressure
Integrated skills	executive capacity	Ability to perform operations as planned
	innovation ability	Have innovative thinking, often have their own advanced solutions to problems, can improve work according to existing knowledge and skills, produce new theoretical methods, bring benefits to the company
	Ability to analyze problems	Be able to grasp the main contradiction of the main problem and be good at analyzing what is the real cause of the problem

Source: Public data collated

Only with these can they effectively listen to client needs, build harmonious relationships, clarify requirements, and reach consensus – all crucial for successful sales execution. Without these qualities, subsequent work would face challenges. A competent salesperson must demonstrate stress tolerance, steadfast patience, and exceptional execution ability. When encountering issues, they should calmly analyze problems, propose solutions without impatience or impulsiveness, ensuring smooth task completion through composed decision-making.

3.3 Development of a Competency-Based Recruitment Evaluation System

1. Develop effective recruitment plans and job analyses

(1) Prepare recruitment plan.

Developing a recruitment plan is essential for ensuring smooth progress in hiring initiatives. An effective recruitment plan aligns hiring objectives with corporate strategy, enhances efficiency, reduces time costs, optimizes resource allocation, controls expenses, minimizes risks, guarantees quality, facilitates process monitoring and improvement reviews, and provides a foundation for future strategy refinement. When conducting recruitment, Sunac Group should formulate a comprehensive sales personnel recruitment plan and implement it accordingly. A complete recruitment plan typically includes 11 key components: clearly defined sales personnel requirements, candidate lists, tailored evaluation systems, recruitment timelines, probation periods for new hires, detailed implementation plans, cost analysis, advertising strategies, selection methods, departmental team assignments, and candidate evaluations. Beyond these elements, the recruitment management system should also encompass strategic planning, environmental analysis, and execution oversight. An exemplary recruitment plan achieves "clear goals, assigned responsibilities, and controlled timelines," preventing haphazard progress and ensuring efficient completion of hiring tasks.

(2) Conduct job analysis

Job analysis should be conducted before recruitment. As a fundamental task in human resource management, job analysis provides scientific basis for HR decisions, optimizes resource allocation, guides training and performance evaluation, facilitates compensation and career development, and enhances management efficiency. Sunac Group's recruiters employ scientifically sound methods, with four primary approaches: interviews, observations, questionnaires, and data analysis, to analyze sales positions and establish job requirements. When conducting job analysis, clear objectives must be defined, a systematic framework established, a dedicated team formed and trained, position information collected and analyzed, and job descriptions compiled. As a foundational HR document, it requires regular updates (e.g., annually) based on business changes to ensure accuracy and relevance. Through job analysis, we deepen understanding of positions, eliminate ambiguous responsibilities, improve operational efficiency, and achieve true person-job fit.

(3) Define hiring needs

Defining recruitment requirements is the cornerstone of hiring, directly impacting both quality and efficiency. The key lies in establishing alignment between HR departments and business units regarding "what kind of talent is needed." At Sunac Group, sales recruitment requires clear requirement specifications. Only through precise needs can the sales department find suitable candidates. Avoid "recruiting for the sake of recruiting" – if existing staff can be trained or reconfigured to fulfill roles, prioritize internal solutions to minimize labor costs. It's recommended that Sunac Group implement competency models when publishing job postings, clearly defining what positions truly require, identifying value contributors, clarifying role nature, avoiding ambiguities, specifying position requirements with mandatory conditions (preferably prioritized qualifications), and including non-essential requirements alongside specific job alerts. Most Sunac Group hires through online platforms, where competency model integration becomes crucial for specifying skill sets, educational qualifications, and other requirements. Clear job descriptions save time and resources while reducing complications. The company should also define salary ranges and benefits to prevent

candidate attrition due to mismatched compensation expectations. Career development opportunities should be proactively communicated to enhance job appeal. Additionally, Sunac Group conducts pre-employment assessments and training for sales candidates who have passed interviews, addressing competency gaps. By standardizing recruitment requirements, the organization reduces misplacement risks and improves hiring efficiency.

2.Build a scientific and standardized competency recruitment management process

(1)Develop a reasonable recruitment process

After clarifying job requirements, establishing a structured recruitment process becomes essential. Sunac Group should form a dedicated recruitment team to define sourcing channels, timelines, and deadlines. Hiring departments must clearly specify position titles, core responsibilities, and qualification criteria – with competency model-based requirements. The process begins with preparatory steps: HR departments should conduct preliminary groundwork, followed by selection phases including initial screening, secondary screening, written tests, and interviews. During interviews, candidates should complete registration forms that can be cross-checked against resumes to prevent fraudulent applications. Final hiring decisions involve conducting background checks, management interviews, and issuing offers. Post-employment evaluations are crucial. After employees join, HR teams should communicate with both departments and candidates to assess adaptation. Any issues identified should be promptly addressed, providing actionable insights for future recruitment optimization.

(2)Build a complete recruitment management system

Before recruiting sales personnel, Sunac Group should establish a comprehensive recruitment management system. This system serves as a crucial guarantee for executing recruitment plans and achieving objectives, encompassing six key components: 1) General Recruitment Principles (establishing institutional foundations with purposes and scope); 2) Recruitment Demand Management (ensuring rationality from source through requirement submission and review); 3)

Recruitment Channels and Implementation Standards (channel management and information dissemination); 4) Screening and Interview Management (standardized evaluation processes including preliminary resume screening, re-screening, and interview protocols); 5) Onboarding Management (risk prevention through approval procedures, background checks, offer issuance, and onboarding formalities); 6) Probation Period Management (quality verification through standards, tracking, and assessments); 7) Recruitment Evaluation and Optimization (regular reviews and continuous improvements); 8) Supplementary Provisions (ensuring compliance). The development of this system forms the essential foundation for standardizing recruitment management. A complete recruitment framework enhances efficiency and quality while reducing employment risks, ensuring legal compliance, boosting employee satisfaction and retention rates, and optimizing resource allocation and strategic support. It must cover the entire process from requirement submission to probation period evaluation, clarifying standards, responsibilities, and risk control at each stage to ensure standardized, efficient, and strategically aligned recruitment practices. A well-structured recruitment management system enables "clear guidelines, assigned accountability, and controllable risks" throughout the recruitment cycle, elevating recruitment quality while providing a basis for ongoing optimization.

(3)Control time and optimize resume screening process

Sunac Group should implement time management strategies during recruitment, ensuring thorough planning for each task. Each assignment must be completed within scheduled timelines without delays or interference with subsequent processes. To screen qualified candidates, applicants should complete standardized application forms. The resume screening process involves two stages: initial selection based on career experience and work history, followed by detailed evaluation of professional certifications, educational qualifications, and technical competencies. When multiple candidates meet identical criteria, academic credentials can serve as a key screening criterion. By establishing precise screening standards and prioritizing hard metrics, the company can eliminate unsuitable

applicants early, reducing redundant submissions. Utilizing automated screening tools with predefined keywords enables efficient preliminary filtering, prioritizing high-quality resumes while minimizing redundant evaluations. Weekly review sessions help identify operational gaps and optimize screening efficiency. This approach ensures comprehensive talent acquisition through rapid, accurate candidate identification, ultimately delivering top-tier professionals to the organization.

3. Strengthen the assessment of recruitment management system

(1)Strictly control the recruitment management, strict quality assessment, improve optimization space

Sunac Group implements rigorous quality control in recruitment management, strictly adhering to established protocols and standardized procedures rather than subjective assumptions or outdated corporate policies. The company conducts comprehensive evaluations of recruitment quality, moving beyond mere quantity metrics to focus on substantive outcomes. Through systematic analysis of recruitment data and employee performance tracking, potential issues are identified at specific stages. The organization enforces end-to-end process oversight to establish robust recruitment safeguards from the source. This includes developing scientific evaluation frameworks with quantifiable metrics, setting core assessment criteria, conducting regular reviews to pinpoint root causes, and implementing targeted solutions. Continuous optimization enhances the system's resilience through dynamic adjustments. By enforcing strict procedural controls and leveraging data-driven insights, Sunac creates a closed-loop mechanism of "precision recruitment → effective evaluation → sustained improvement," thereby elevating both the scientific rigor and operational efficiency of its recruitment management system.

(2)Dig deep into the candidate and master the inner ability, not just superficial

When recruiting, Sunac Group should prioritize assessing the submerged elements of the Iceberg Model rather than focusing solely on its visible aspects. When sales positions become vacant, recruiters must emphasize evaluating candidates 'surface-level knowledge and skills while delving deeper to identify

intrinsic capabilities. Failing to recognize employees' latent qualities may result in issues like poor stress resilience, irritability, and weak self-discipline—particularly for a real estate giant like Sunac Group. The company's demanding job requirements, intense work environments, and fierce competition create significant pressure, leading some new hires to leave due to inability to adapt to the corporate culture. To avoid being misled by superficial credentials (like polished resumes or fluent communication), Sunac Group should employ behavioral event interviews to trace authentic performance, design stress scenarios to test adaptability, and assess values alignment to uncover intrinsic motivation. By deeply exploring candidates' core competencies through concrete scenarios and details—uncovering hidden qualities like learning capacity, resilience, and values behind resumes—Sunac Group ensures it recruits not just "superficially suitable" candidates but those who can sustainably fit into their roles and teams over the long term.

4.Establish recruitment evaluation index system based on competency model

(1)Coordinate and communicate between departments to improve their tacit understanding

When conducting recruitment evaluations, Sunac Group should foster interdepartmental collaboration. The process requires the human resources department to lead coordination, with sales departments providing employee performance data and finance departments supplying necessary statistics – rather than relying solely on HR. Effective communication across departments enhances synergy, boosting operational efficiency and driving corporate growth through competency-based evaluation frameworks. To achieve this, Sunac Group must dismantle information silos by establishing regular coordination mechanisms. This includes organizing periodic interdepartmental meetings for seamless workflow alignment, complemented by informal brainstorming sessions that cultivate open communication. The goal is to transform passive compliance into proactive teamwork, minimize communication barriers, and unite all departments in pursuing shared organizational objectives and vision.

(2) Improve recruitment evaluation indicators and keep abreast of the situation.

After completing recruitment screening and hiring processes, Rongchuang Group should conduct comprehensive evaluation of the recruitment system by refining assessment metrics. Key aspects include: First, cost analysis – a critical indicator for evaluating recruitment effectiveness. All expenses incurred during recruitment are verified through surveys and assessed against budgetary allocations to identify both reasonable expenditures and inefficiencies, with root cause analysis conducted to inform future budget planning. Second, quality assessment – evaluating the qualifications, quantity, and structure of recruited personnel against corporate hiring plans and job analyses. Recruitment is considered effective only when achieving low costs, sufficient staffing, and high-quality candidates. By improving assessment criteria and maintaining real-time monitoring of recruitment quality and efficiency throughout the process, the company can provide robust data-driven support for optimizing recruitment operations.

CONCLUSIONS

As a real estate enterprise, Sunac Group faces intensifying competition from other companies influenced by economic and social factors. In this context, the company must rapidly adapt to societal demands and evolving trends, which fundamentally relies on talent acquisition. However, internal challenges persist: ambiguous recruitment criteria, unclear objectives, non-standardized hiring processes, ineffective performance evaluations, and insufficient reference to competency frameworks have hindered the group's development. By implementing a competency-based model, Sunac Group can identify key drivers affecting employee productivity, empower staff to enhance their performance, and ultimately resolve its developmental challenges.

This study employs questionnaire surveys and field investigations to examine organizational structures, workforce dynamics, and recruitment practices within the company. Through systematic literature review of domestic and international research, it analyzes relevant background, objectives, and implications of studies. The paper introduces core concepts and theoretical frameworks in human resource recruitment management at Sunac Group. It identifies systemic issues in the group's employee recruitment system—including lack of planning, arbitrary hiring processes, failure to implement evaluation procedures, and neglect of competency-based considerations. Based on practical analysis, the study proposes actionable recommendations: establishing structured recruitment plans with job analyses, developing standardized competency-based assessment systems, creating competency model evaluation metrics, and enhancing recruitment management evaluations. These strategies provide valuable guidance for corporate HR recruitment management practices.

This study on corporate recruitment management based on competency models offers valuable insights, yet it also has limitations. First, due to my limited expertise and relatively weak theoretical foundation, the recommendations proposed require further refinement. Second, constrained by practical conditions and

confidentiality of company data, we couldn't obtain more reliable information, which limited the research depth and effectiveness. Therefore, future studies should address these issues by employing various methodologies to better contribute to corporate recruitment practices.

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APPENDIXES