



**HUMAN RESOURCE MANAGEMENT OPTIMIZATION STRATEGY FOR
FIRM KAINÉ**



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FIRM KAINÉ**

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ABSTRACT

Title: HUMAN RESOURCE MANAGEMENT OPTIMIZATION STRATEGY FOR FIRM KAINÉ

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Human resource is a basic component of company and plays a crucial role in the enterprise's entire production process. In enterprise transformation, how human resource develops synchronously and how to build a new human resource management system facilitating transformation are issues that should be analyzed and thought over by every entrepreneur and human resource personnel.

This thesis studied issues concerning management of human resource development during business transformation of FIRM KAINÉ and analyzed the current situation of human resource management among private enterprises and their management systems. Furthermore, the thesis summarized the main problems of management of human resource development during transformation and proposed countermeasures and suggestions.

Through a hundred years of development, the concept of human resource management and relevant theories have become mature. They are the theoretical basis of this thesis. From the inner link between human resource development and enterprise transformation, the author analyzed the existing problems, tried to make breakthroughs from human resource transformation and upgrading and designed human resource management transformation and development strategies for private enterprises in order to help them transform successfully and grow in a sustainable way.

In light of human resource management theories, this thesis made a case study to show the importance of human resource management to private enterprises, and pointed out that human resource development is the most effective and direct way to acquire human resources and is the foundation for sustainable development; in order to transform

摘要

题目： 凯恩公司人力资源管理优化战略的研究

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人力资源是企业组成的基本元素，在企业的整个生产过程中起到决定性的作用。在企业转型的时候，人力资源如何与企业转型同步发展，如何构建新的人力资源管理体系，帮助企业成功转型，是广大企业家和人力资源管理者需要深度思考的问题。

本文从 KATNE 公司业务转型过程中人力资源开发管理问题展开研究，对民营企业的人力资源管理现状及管理制度进行分析，在此基础上提出企业转型过程中人力资源开发管理的主要问题、优化对策及建议。

人力资源管理概念经过近百年的发展，其相关理论已经很成熟，为本文的论述提供了理论依据，从人力资源开发与企业转型的内在联系出发，分析存在问题，从人力资源转型升级方面寻求解决问题的突破口，设计民营企业人力资源管理转型发展优化策略，帮助民营企业成功转型和持续发展。

本文在人力资源管理理论的基础上，通过案例阐明了人力资源管理对民营企业的重要性，同时指出人力资源开发作为企业获取人力资源最直接有效的手段，是企业可持续发展的基础；企业需要转型，人力资源管理也应该发展和升级，以保证转型成功。在以上研究的基础上提出企业转型过程的人力资源管理策略，希望对广大民营企业人力资源管理提供有益的参考和借鉴。

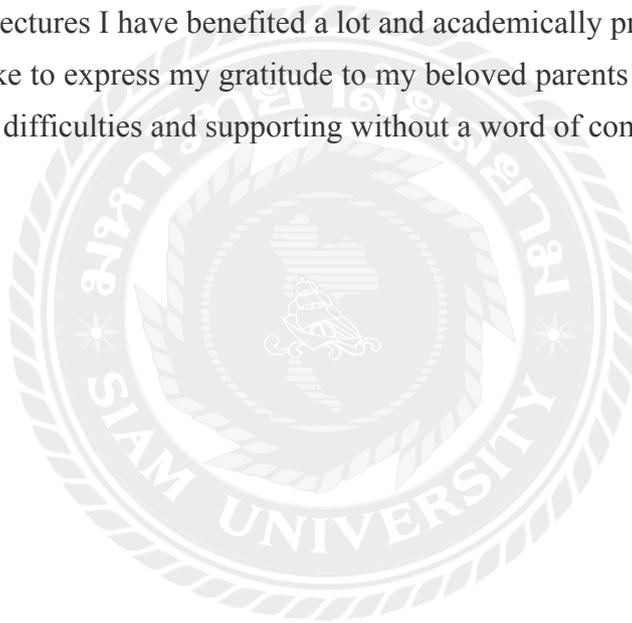
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1. INTRODUCTION

1.1 Research Background

Human resource management is the strategic approach to the effective management of organization workers so that they help the business gain a competitive advantage, Common referred to as the HR Department, it is designed to maximize employee performance in service of an employer's strategic objectives. HR is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and rewarding. HR also concerns itself with organizational change and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws. Human resource is the most difficult resource type of enterprise, it is changeable and lacks the surface law, but human resources. It is the key resource of the enterprise's future strategy, which decides the success or failure of an enterprise. However, Chinese companies generally lack first. The concept of human resource management, low management level and lack of competitiveness in human resources Want to get worse. To win the competitive advantage in the battle for talent, we need to think about the various aspects of human resource management from the perspective of enterprise strategic management. The human resource management strategy should be compatible with the enterprise strategy and establish a unified strategic goal. With the deepening of the country's supply reform and the promotion of the "made in China 2025" state, China's economy will undergo a major transformation. Correspondingly, Cao(2013:p.11)suggests that in order to survive and develop, enterprises also need to advance with The Times and carry out strategic transformation and upgrading. FIRM KATINE as a project construction as the main business of private enterprises, under this big background, forced onto the road of the transformation and upgrading, from project construction transformation for a real estate development company. Enterprise development strategy of the transformation, it is bound to the company's human resource management has brought serious challenges, some after the transformation of the old employees cannot adapt to the enterprise strategic needs, business knowledge aging, knowledge and skills to update the lagged.

Chen(2012:p.200-204) suggests based on the relevant theories of human resource management optimization, proposed under the condition of business transformation, optimize enterprise human resources management needs to solve two problems, one is old employees placed and skills upgrading; Adapt to the new staff recruitment and environment problems, on this basis points out that at the time of human resource management optimization, two problems should be considered, within the scope of the enterprise to carry

on the overall planning, build a combined with the enterprise actual situation, has the practical value of human resources management system.

1.2 Research Significance

Optimization of human resource management is an important content of enterprise strategy optimization, is a matter of success or failure of enterprise development, and thus to explore the influence factors of optimization of human resource management and its realization path, has the vital significance to the development of enterprise strategy. This paper tries to explore under the background of business transformation, under the premise of employee to do new business requirements, how to realize the optimization of human resource management of the path, and implement strategies, for the existing literature is an important complement and rich. Specifically, the research results of this paper will have important theoretical value.

First, this paper explores the problem of human resource management optimization in the context of business transformation, and enriches and develops relevant theories on human resource management optimization. The existing theories mainly carry out the research of general human resource management optimization, and rarely explore how to optimize human resource management under special conditions. Although there are individual literature exploration under the condition of the state-owned enterprises or under the new situation of human resource management optimization problem, but under the background of these older workers can also through appropriate training to a certain degree of skill, can through the training to adapt to new situation of the development of the enterprise business needs .And for a transition from engineering construction for real estate development enterprise, is the employee's existing skills through skills training to adapt to the new business development requirements, requires a different approach, in order to solve this problem. Therefore, the research results of this paper will help enrich the existing theories on human resource management.

Secondly, the research of this paper is helpful to enrich the existing theories on enterprise strategic change. Strategic change is an important strategic issue of modern enterprises. Under the new environment and conditions, any enterprise needs to make appropriate strategic changes. Existing research about strategic change, mainly focused on the general conditions change, and mainly from the perspective of how a change in strategy management, such as organization structure change, the transformation of the organizational culture and so on, little literature exploration under the condition of business transformation to a change in strategy, especially how to human resources management

changes, thus has certain limitation. This paper attempts to explore under the condition of the main business of major changes in how a change in strategy, especially how to optimization of human resource management, so as to enrich the existing literature about the research of enterprise strategic change.

1.3 Scope of Study

This paper mainly explores the problem of human resource management optimization under the background of enterprise business transformation. The research results of this paper will help to provide practical reference value in two aspects.

First, this study will help the people who need to implement the strategic transformation under the condition of optimization of enterprise human resources management of enterprise, for they are similar to the human resources management under the condition of optimized path and strategy to provide reference value

Second, this article research results will be in a certain sense also help the government to provide decision-making basis The government vigorously promote the development of national economy innovation background, in addition to the need to close down backward production facilities, encourage the development of emerging industries, the government needs to the transformation and upgrading of for the enterprise to provide the guarantee on the human The security of an important way is that the government should be encouraged to backward industry personnel quality promotion and supply problems of new employees, so the government needs to national education training at the national level planning problem, for the transformation and upgrading and development of enterprises to provide talent support and assurance.

In this paper, the author studies on FIRM KAINÉ, the predecessor to undertake conditions engineering and municipal road construction sing out enterprise, which is mainly completed the primitive accumulation after ten years of struggle, success from sing out business transformation is to develop real estate real estate company. While in the process of our development has accumulated certain experience in human resource management, but as the business transformation and extension, the staff recruitment, corporate management, training development, performance evaluation, salary management, the exposed problem is becoming more and more serious. Human resource management not only fails to keep pace with the development of enterprises, but also exerts its due role, and even to a certain extent, it is a drag on the company's development speed.

In this article, the author put the company as the research samples in the transformation of private enterprises, through the company's human resources management in enterprises in transition matching development and in the "candidate, education, employment, retention" this a few aspects to study the system, and using questionnaire survey to employees understand the analysis above, on this basis puts forward the enterprise human resources in recruitment, training, performance, salary management advice such as how to synchronize with corporate transformation development, hope to promote private enterprise human resources management level have certain enlightenment and reference.



2. LITERATURE REVIEW

2.1 Innovation and Shortage of Thesis

This article is divided into 6 chapters. Chapter 1 is an introduction to the background, significance and research methods of the topic. Chapter 2 discusses the business transformation and human resource management theory, analyzes the business transformation and human resource management theory, and emphasizes the importance of human resource management to enterprise transformation. Chapter 3 describes the current situation of business transformation of FIRM K AINE, introduces the development situation of FIRM K AINE and the current situation of human resource management, and points out the existing problems. Chapter 4 analyzes the influencing factors of human resource management in FIRM K AINE, and deeply analyzes the internal causes of the company's influence on human resources. Chapter 5 proposes strategies and Suggestions for improving human resource management in FIRM K AINE, and optimizes human resource management strategies from recruitment, training, motivation and assessment. summarizes and prospects, reviews and summarizes the paper and prospects the value of the paper.

First of all, this article from the enterprise transformation and the Angle of human resource management match transformation, expounds the situation of business transformation and challenges to the enterprise human resources management, improve human resources management for the enterprise the significance of transformation.

Second, through to the FIRM K AINE before and after the transformation of human resource management and employee satisfaction survey, research carried out for the company's human resources management, according to the survey data points out that the enterprise in human resources management and major problems of the needs of change.

Finally, the paper summarizes the target and path of the transformation of the HRM mode of FIRM K AINE, and puts forward the human resource strategy of the private enterprise in the business transformation. To provide theoretical guidance for the human resource management of private enterprises and promote the improvement of human resource management level in private enterprises.

In view of the limitations of the research samples and the level of my research, this paper has the following shortcomings:

First, although the sample has obvious characteristics of business transformation, but because of its archives management in the initial stage, historical data, the data is difficult to obtain complete, essay writing has the certain one-sidedness.

Second, the domestic to the transformation of human resource management and business transformation literature of mutual influence is limited, and most of the literature only do qualitative inference, it difficult to find about the document of quantitative research, this thesis writing has some limitations.

2.2 The Meaning of Business Transformation

In management, business transformation involves making fundamental changes in how business is conducted in order to help cope with shifts in market environment. The need for business transformation may be caused by external changes in the market such as an organization products or services being out of date, funding or income streams being changed, new regulations coming into force or market competition becoming more intense. This management approach also incorporates Business Process Reengineering and is widely used. Some researchers have carried on the thorough research and analysis of enterprise strategic problem, and put forward the concept of business transformation, in the study Li Ye referred to in the research, such as company only business to achieve sustainable development, the business management, company can provide the products and services to consumers. Every business has its own life cycle. To achieve healthy and stable development, the company must implement business transformation, so as to meet the long-term development needs.

Speaking to the Triple Convention, Coby said, "Baroque complexity was killing us: 72 selling classes, 15 types of passenger, 10 ways to pay. There were different sources of information, and therefore not always the same answers to questions. The airline industry had been based on not telling you what your choice was - but that was blown apart by Easy. Believing IT can be an effective driver of business transformation, Coby said he re-engineered the customer systems and processes. He used four rules, which, he says, turned IT architecture into business strategy:

Have a simple and compelling customer proposal
Design processes for use by customers
Do it right first time
Have a single solution across all departments.

The proposal, agreed at the highest level, resulted in clear targets, including 100% e-ticketing, 50% self-service check in, 80% self-service customer transactions and 100% self-

service executive club. Results so far include elimination of many BA processes ("you can't have a drop-down menu with 60 choices," said Coby), a big increase in e-ticket sales since February 2004, and a substantial reduction in fares, which also made upselling, for example to first class, easier

Researchers define the concept of business transformation is: the company in response to the change of internal and external environment, by adjusting the business to achieve the main business of fundamental change, in order to get sustainable competitive advantage, promote the enterprise sustainable development. It can be said that business transformation is a process and a goal. It is also a strategic means of competition and a major turning point in the development process of an enterprise. It is a key strategy for enterprises to break through the bottleneck of development. Although productivity benefited considerably from technological inventions and division of labor, the problem of systematic measurement of performances and the calculation of these by the use of formulas remained somewhat unexplored until Frederick Taylor, whose early work focused on developing what he called a "differential piece-rate system" and a series of experiments, measurements and formulas dealing with cutting metals and manual labor. The differential piece-rate system consisted in offering two different pay rates for doing a job: a higher rate for workers with high productivity (efficiency) and who produced high quality goods (effectiveness) and a lower rate for those who fail to achieve the standard. One of the problems Taylor believed could be solved with this system, was the problem of soldiering: faster workers reducing their production rate to that of the slowest worker. In 1911 Taylor published his "The Principles of Scientific Management in which he characterized scientific management (also known as Taylorism) as: The development of a true science; The scientific selection of the worker; The scientific education and development of the worker; Intimate friendly cooperation between the management and the workers. Taylor is also credited for developing stopwatch time study, this combined with Frank and Lillian Gilbreth motion study gave way to time and motion study which is centered on the concepts of standard method and standard time. Frank Gilbreth is also responsible for introducing the flow process chart in 192. Other contemporaries of Taylor worth remembering are Morris Cooke (rural electrification in the 1920s and implementer of Taylor's principles of scientific management in the Philadelphia's Department of Public Works), Carl Barth (speed-and-feed-calculating slide rules) and Henry Gantt (Gantt chart). Also in 1910 Hugo published the first industrial engineering book: Factory Organization and Administration.

As a reference, business transformation attributes can be divided into the following categories:

(1) it can be divided into two categories according to the transformation nature, one is the inferior transformation and the other is the advantage transformation. The former refers to the decline of the company and the decline of the business. Relying on the traditional business, it is difficult to sustain. In order to get rid of the business difficulties, the company resets the development goals and determines the direction of the company's development. This transformation is a passive transformation, and the passive transformation often lacks long-term development strategy. The process is more complicated than the advantages, the difficulties are greater, and the transformation risks are higher. The latter refers to the company's initiative to reform itself in order to cope with the future crisis, or seize the opportunity of development, and promote its own innovation and development.

(2) according to the company's development direction and strategy, the transformation can be divided into two categories, one is the jump type transformation and the other is the trend transformation. The former refers to the transfer of the main business of the company from the original industry, into a new industry, such as from the original down processing to the microwave oven research and production. The latter refers to the company's horizontal expansion strategy, to the business chain upstream and downstream and related industrial expansion.

(3) According to the transformation steps transformation can be divided into two kinds, one kind is the key breakthrough type transformation, another kind is the comprehensive reconstruction of type transformation, the former refers to the company to some of the key areas as the foundation, gradually expand to other areas. The latter refers to the company's improvement of its management system and industrial structure.

2.3 The Meaning and Strategy of Human Resource Management Optimization

The concept of human resources, first published in 1954 by Peter book "the practice of management", is put forward, update has experienced more than 60 years of development, human resources management theory has been quite mature. How to human resources management theory in enterprise play its proper role in practical operation, or how to optimize enterprise human resources management level, so as to improve enterprise efficiency, the enhancement enterprise cohesion, achieve the sustainable development of enterprise, is the issue of the business operators should confront.

Operations management is an area of management concerned with designing and controlling the process of production and redesigning business operations in the production of goods or services. It involves the responsibility of ensuring that business operations are efficient in terms of using as few resources as needed and effective in terms of meeting customer requirements. It is concerned with managing an entire production system which is the process that converts inputs (in the forms of raw materials, labor, and energy) into outputs (in the form of goods and/or services), as an asset or delivers a product or services. Operations produce products, manage quality and creates service. Operation management covers sectors like banking systems, hospitals, companies, working with suppliers, customers, and using technology. Operations is one of the major functions in an organization along with supply chains, marketing, finance and human resources. The operations function requires management of both the strategic and day-to-day production of goods and services.

The concept of human resource management optimization is relatively vague, and the literature is more about human resource management innovation. Human resource management innovation is usually defined as "designed to influence employee attitudes and behavior and is perceived as new procedures, policies or practices by the organization's members This definition is narrower, which mainly refers to the change and innovation of human resource management practice. Kossek in other words, argue that human resource management innovation is for the enterprise to introduce a new human resources management mode, in this new model to manage the company's existing staff, in order to achieve company staff changes in behavior and attitude (jian-an Chen,, 2016). Obviously, this definition is for the employee's thought and attitude, the purpose is to through the new human resources management model to improve staff's mental outlook, encouraging the morale of the employees, so as to motivate employees are more loyal to the enterprise, and to strive for the benefit of enterprise.

In addition human resource management innovation is the "morale activation in order to improve organizational performance management functions of new measures and around the organization's strategic goals, combining with the characteristics of organizational resources and management of human resource management concept, management theory and methods, management system, management strategy, management, talent, management organization and management function and a series of content creation and improvement activities." Although this definition has enriched and developed on the definition of human resource management innovation, it has brought forth innovations from management concept to management system and even management talents. However, this

3. RESEARCH METHODOLOGY

3.1 Research Method

This article tries to clarify the current situation of the present stage our country private enterprise human resources management, surrounding the FIRM KAINI in the process of business transformation problems of human resource management, put forward problems and analysis of the cause, and puts forward the corresponding solution based on the research methods including at work:

(1) the literature method: using this method to find the relevant studies of human resource management in China and other countries, books, journals, magazines and other resources, after an analysis of the reading literature, selected research topics related theories and views, for this article to carry out research work for theoretical support.

(2) case analysis: selection of FIRM KAINI human resource management as a case study, through the analysis of the recruitment of staff training, salary design, performance appraisal, we can see out of the camp enterprise human resources management. Case analysis is the focus of this study.

(3) questionnaire: the author designer the staff questionnaire, to investigate FIRM KAINI's human resources management situation, classification, selection, and analyzed the result of the investigation, provide data support for the thesis statement.

3.2 KAINI Overview of Business Transformation

The FIRM KAINI studied in this paper was founded in the early 1990s. Most of the original employees came from the boss's relatives, friends, classmates and fellow townsmen. It was a typical family-owned private enterprise. At the beginning of the enterprise, the company undertook the construction of geotechnical engineering and municipal roads as its main business, and its business footprint was in Zhuhai city, Qingyuan city and Chenzhou city, Hunan province.

Human resources focus on maximizing employee productivity. HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can special in recruiting, training, employee-relations or benefits. Recruiting specialists find and hire top talent. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations and reward programs. Employee relations

deals with concerns of employees when policies are broken, such as in cases involving harassment or discrimination. Someone in benefits develops compensation structures, family-leave programs, discounts and other benefits that employees can get. On the other side of the field are Human Resources Generalists or business partners. These human-resources professionals could work in all areas or be labor-relations representatives working with unionized employees.

Company set up in Shenzhen, Zhuhai , in the country to invest heavily in infrastructure development, relying on flexible mechanism of private enterprises and entrepreneurs spirit of hard work, quickly gain a foothold in Zhuhai , earned the first bucket of gold, enterprises are also by the height of the Zhuhai municipal construction field .But as the country in the field of construction management requirements specification, Zhuhai for qualification of construction unit, mechanical equipment, technical personnel requirements also more and more high, the bidding system and auditing system also have been introduced into government investment field. After the government gradually raised the threshold of entry, a large number of weak and the self-employed in other construction units were shut out. Under this background, the FIRM KAINÉ had a chance to rely on years of accumulation fund and network advantage, on the basis of the original business upgrade, enhance the competitiveness of enterprises to cope with environmental changes, to further expand the market share. K chairman of the board of directors of the company, however, a still deem it regrettable decision: to abandon industriously Zhuhai market for more than ten years, aim at relatively remote, market management is not standard of Ging Yuan city, Guangdong and Hunan Chen Zhou city, will expand business model in Zhuhai to copy in the two places.

In 2006, Chen Zhou city construction investment company in dealing with project dragged on for more than a year are still unable to land on the payment way, the Chen Zhou along 75 mu of land for development, at market prices to offset payments related to FIRM KAINÉ. FIRM KAINÉ feels helpless, but also can only be forced to accept for completely has no experience in real estate development company K, is the most direct way of money collecting cash by selling land, is difficult to find suitable buyers because of the land cannot be split to sell. After the introduction of people, we found Zhuhai Zhon Zhu, LTD. Joint development. With the help of Zhong Zhu, FIRM KAINÉ successfully completed the transformation from construction enterprise to real estate development enterprise in 2007.

Company K transformation that year in September, just in the United States man bankruptcy and the subprime mortgage crisis spread to the global economic crisis, the domestic in response to the crisis has offered to invest 4 trillion strong measures to stimulate

the economy. It is this measure that has made real estate in the country advance rapidly after a brief downturn, whether it is a first-tier city or a remote city or rural area, and the products can be sold easily, whether good or bad. In addition, the big Banks also issued loose lending policies, enterprises can easily through the bank credit, to obtain a high amount of development loans. In this macro environment, the first project of FIRM KAINÉ's transformation can easily obtain several times the return on investment.

FIRM KAINÉ successfully realized the business transformation, the shareholders are very satisfied with this, and made a very optimistic forecast of the real estate development trend. Overconfidence is the manager of business transformation and overly optimistic cognitive biases, the company focus on investment in the next few years, ignore the enterprise internal management, lead to contradiction rash. Successful transformation and optimistic forecasts of afternoon led FIRM KAINÉ a large number of land acquisition, and adopt single shareholding is heavy assets management mode, simply copy the successful experience of the first project, rely on long-term accumulation of construction experience and its own construction team the advantage of rapid development, achieve the goal of the short-term funds collecting. From 2008 to 2012, the drawbacks of this rough business model emerged, but as profits continued to grow, they gave shareholders a false sense of advantage. Compared to strengthen enterprise management, they are more willing to search for land resources, the management of the company more laissez-faire, enterprises gradually formed the investment, management, engineering, marketing and radical risky corporate culture.

In 2013, with the central government to the real estate industry developed strict regulation policy as well as a hangover from the early stage of the excessive development, real estate market began to appear differentiation, north to Guangzhou, as well as the Yangtze river delta, the economically developed pearl river delta region on their own advantages and economic background, the real estate market is still maintained a steady growth trend. However, a large number of third-tier and fourth-tier cities are overdeveloped in the early stage, resulting in a large backlog of existing houses and a sudden increase in the inventory pressure of real estate.

The real estate project of FIRM KAINÉ is mainly concentrated in Chen Zhou city of Hunan province and Yang Jiang city of Guangdong province, which belongs to the third and fourth tier cities. Chen Zhou city is a resource-based city with coal and non-ferrous metals as the main source of income, and it happens to meet the collapse of international nonferrous metal prices. Yang Jiang city is mainly exported to the traditional hardware, and

the export trade is weak in the market with the continuous appreciation of RMB and the declining demand of the international market. The two cities are to the industry foundation is weak, weak exports, and the third industry development lags behind the four cities, as people's income growth and floating population outflow, the real estate market appear in the wave to adjust the price down the situation.

FIRM KAINA's previous excessive expansion, rough operation, and the adverse market environment mutation of the debt investment have been exposed. The more prominent problems have the following four aspects:

First Aggressive investment has led to a surge in corporate indebtedness. In good times, real estate projects can realize the rapid return of cash flow through pre-sale mode, covering up the problem of insufficient liquidity. But at the time of market supply and demand change, heavy assets patterns lead to enterprise financial cost rising, loan interest seriously engulfed the company profits, enterprises lack of cash flow, management risk increase.

Second, the enterprise is transformed from the construction unit, although the main business transformation, but did not give up the construction team that rely on the home, but the construction team as the enterprise department together management. This pattern at the beginning of the transformation of development has a certain cost advantages, with the development of enterprises, the project increases, the construction team need to allocate personnel framework, some of the original the builder in the case of without any management training has been seconded to as a project manager. The practice of putting the ducks on the shelves has not improved the quality of the construction team, the site management is chaotic, and repeated procurement and frequent rework have led to an increase in internal consumption. In addition, the time limit for a project of macro cold heat shock market results in the extension, workers inadequate, machinery and equipment update also directly improve the cost, the original can rely on the advantage of at this time but to become the burden of the enter.

Though three, the enterprise has been from the construction unit to developers, but human resources planning is not keep up with the pace of enterprise transformation, enterprises lack of a clear organizational structure, the inertia of loose management to form long-term, lead to internal division of labor is not clear, each department mutual shuffle. Under the circumstances of multi-project construction, each government has a lot of loopholes. The family management makes the company's interpersonal relationship

delicate, and the relationship between nepotism is complicated, and the system is not perfect.

Fourth, Lack of talent introduction and talent reserve. FIRM KAINÉ since founded in the early 90 s, has nearly 30 years, its basic or core management company is composed of early-stage employees, these employees generally have higher corporate loyalty and bear hardships and stand hard work spirit. But at the same time, there are some disadvantages such as old age, outdated concept, low cultural level, weak self-learning ability, and difficulty in accepting new ideas and new things. Some don't even use computers, let alone how to apply science and technology to practical work. FIRM KAINÉ has also introduced a part of the professional technical personnel for many years, but basically do a few months to leave. Even has a building area of 100000 square meters of only a small project, construction didn't complete the cap, two years of the reason is not lack of funds, but the whole project management chaos, the responsibility is not clear. During the two years of the project, four general workers were replaced, the drawings were wrong, and the files of engineering materials and inspection reports were randomly placed, which made it difficult to complete the completed information. In terms of talent pool, FIRM KAINÉ also does not have full attention, has some potential employees work in a few years later, the business level and ability to work by the company, but income level and didn't get the corresponding ascension, it is easy to steal .In this regard, shareholders are not aware of the real reason for the employee's departure, but one-sided view is that the employees are ungrateful, and the company has completed the accumulation of learning to change jobs without hesitation.

3.3 The Strategy of Business Transformation

From the above, we can learn that FIRM KAINÉ was forced to transform. At the beginning of the transformation, it did not define the transformation target and transformation strategy, let alone the strategy of human resource transformation. However, with the help of external forces, it is willing to invest in high-interest debt to achieve rapid expansion. We can see that FIRM KAINÉ is a business driven transformation. The strategy of its transformation is to extend the business chain upstream and downstream without abandoning the original main business. Its strategic starting point is not a problem in itself, but the lack of long-term development strategy and systematic human resource management is compatible with the enterprise strategic transformation. After the transformation, how to cope with the external environment change and the challenges brought by the enterprise is the major task for FIRM KAINÉ in the process of human resource management. Initially, human resource management is just in the enterprise, in

4. RESULTS

4.1 External Environmental Impact Analysis

The external environmental impact of human resource management refers to the factors that influence internal human resource management, including folk custom, legal system, social environment, development of human resource management is greatly influenced by external environment factors. The company is influenced by environmental factors in developing management strategy, controlling cost and developing management standard. HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce.[citation needed] It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion. In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of a newcomer not being able to replace the person who worked in a position before. HR departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing corporate knowledge.

Small and medium-sized enterprises are affected by some internal factors in the process of human resource management. These factors include market factors, product factors, contract factors, social environment factors, it is important external factors include:

(1) cooperation with large enterprises. The human resource management implemented by small and medium-sized enterprises is affected by the scale of enterprises. Compared with small and medium-sized enterprises, the human resource management system established by large enterprises is more standardized and scientific. If small and medium-sized enterprises can establish cooperative relations with large enterprises and become their distributors and suppliers, then the human resource management of small and medium-sized enterprises will be developed in a normalized direction. Small and medium-sized enterprises in cooperation with large enterprises, can learn from large enterprises many advanced scientific management methods, through the reference and use the means of management, small and medium-sized enterprises can improve their management efficiency.

(2) social environment. In terms of small and medium-sized enterprises in China, their human resource management work is greatly influenced by the national background. Since China became a member of market competition is increasing in our country, which brings the new challenges to the small and medium-sized enterprises and pressure, more and more companies use before instead of the personnel management of human resources management. In the past, the personnel management of enterprises was gradually replaced by human resource management.

(3) legitimacy. Small and medium-sized enterprises to develop human resource practice, is not the practice because it can play an effective role, but because they are influenced by many factors in the development, these factors include uncertainty, legitimacy, and the specialized demand, only by use of scientific and effective management means to meet the demand of its development

(4) market environment changes. In terms of the real estate market, with the expansion of cities, urban renewal, the acceleration of urbanization, and loose monetary policy. Expectations for the future of real estate, the developers are increasing investment, building quality gradually upgrade, the expansion of territory and at the same time actively introducing concept of modern human resources management. In this environment, if small and medium-sized developers cannot keep up with the pace of environmental change, the living space will be further squeezed.

4.2 Internal Cause Analysis

In order to understand the basic situation of employees and employees' awareness and satisfaction of the company's human resource management status, the author designed the basic information and human resources questionnaire. Problems setting up the questionnaire, a total of 59 article, describing the staff on the company's human resources management problems of 32, on enterprise development, performance appraisal, and 17, 2007 in the transformation of problem have 5 questions, questionnaire 1 titled open questions at last, by employees to choose whether to answer. A total of 65 questionnaires were issued, and 65 copies were collected as of the deadline. In addition to article 59, the total feedback of all questions was 59. According to the categories of employees' posts, age distribution, service time and cultural level, the following statistics were made for the effective recovery questionnaire.

(1) employee job categories, the survey in addition to the chairman, vice chairman and general manager, the remaining 65 employees, covering the company job category, quantity, distribution as shown in table 4.1.

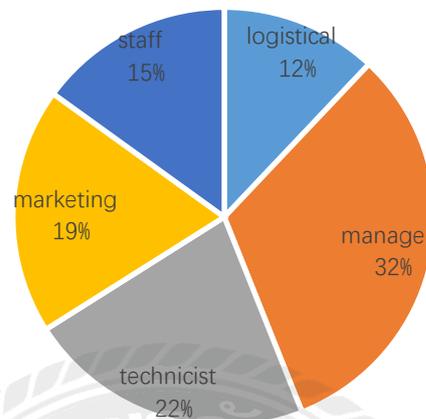


Table 4.1 Analysis of employee categories in the company

In addition to the chairman and general manager, FIRM KAINÉ staff classification from big to small in turn is: 21 were managers, accounted for 32% of the total number of technical personnel 14 people, accounting for 22%, sales staff 12 people, accounting for 19%, ordinary staff 10 people, accounting for 15%, logistics personnel 8 people, accounting for 12%. From the personnel structure, weak FIRM KAINÉ's technology strength, the direct consequences of is in the actual development process, it is difficult to complete the review from project start construction drawings and technical work, which is difficult to accurately control on cost, frequent late rework phenomenon, both the immediate loss of developers, also long construction period, increase the management and financial cost .In addition, managers have 21 people, accounting for about one-third of the company's total number, a bit bloated, management is the main reason why more individuals to older employees, along with the boss because the company was established in the early didn't buy social security for employees, can't from people club bureau to receive retirement pay, still stay in the company after the retirement age, although a sinecure, but enjoy the benefits of the executive level. From this aspect, private enterprise still has certain warmth element. However, the lack of a standard guarantee system will not only create a huge financial burden for enterprises in the long run, but also affect the promotion opportunities of other employees and hinder the standardized development of enterprises.

(2) in terms of age distribution, the age distribution of employees of FIRM KAINÉ was divided into 4 districts, as shown in table 4.2.

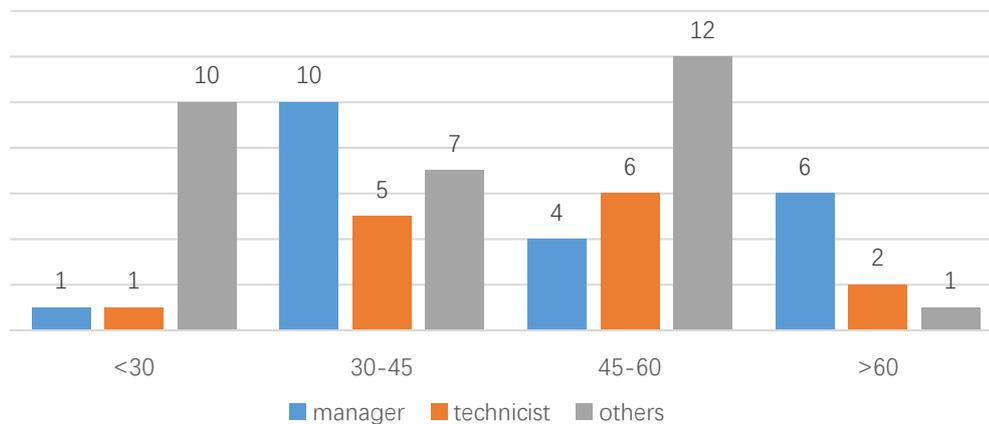


Table 4.2 Employee age distribution

From the above table, it can be concluded that the overall age distribution of employees of FIRM KAINÉ is 9 persons over 60 years old, accounting for 14%. The number of people aged 45 to 60 is 22, accounting for 34 percent. The number of people aged 30 to 45 is 22, accounting for 34 percent. 12 people under 30, 18%. If the graphical display, is a small head, two big football shape among them, and the ideal employee age distribution should be a pyramid, age step by step down from the top is reduced, the number increased step by step, the age structure is more advantageous to the internal staff change. At the same time, more than 60 employees a total of nine people, including six people is still carried in the enterprise management personnel, because researchers aging not only affect the work efficiency and organizational effectiveness, and also further edged out the young worker upward path. In addition, K age structure problem is more serious employees in the company management and technical personnel under the age of 30 are only an employee, in training young powerhouse show that the company serious lag, in terms of personnel training and the introduction of the lack of long-term strategic vision. Especially in the training of young management force and technical force, the enterprise leaders need to pay close attention and focus on the urgent work.

(3) according to the working age of employees, the results are shown as below.



Table 4.3 Distribution of employees' seniority

Studies have found that employees to work in a new environment, need the half a year, more than a year's time to bring benefits for the enterprise, therefore, a relatively stable staff architecture is essential for the enterprise to achieve sustainable development. From table 4.3, we can clearly see the distribution of working age of the main class of FIRM KLINE. Most supervisors and technicians working in 3 ~ 15 years, suggests that the company was founded more than 20 years of during the middle structure is relatively stable, the enterprise has high cohesion, also is the important basis for the development of company's long-term survival. With the transformation of FIRM KLINE, as a leader, in addition to pay attention to the structure stability, should be more concerned about whether employees have enough capacity to deal with the problem of transition, from a strategic height in human resources management planning, improve the ability of employees, reduce the risk transformation. In addition, it is important to note that other employees who have been working for more than 15year account for 18% of the total number of employees. This part of employees generally started to serve the company when the company was founded. Their common characteristic is low education, low skills, work hard and corporate loyalty is high, and most of them are close to or reached the retirement age, because the enterprise is not standard, in the early of their social security problem has not been completely resolved. Therefore, how to plan this batch of employees' retirement security, remove their worries, is not only embodies the social responsibility of an enterprise, and enterprise culture, introduce and one of the important means of retaining talent.

(4) according to the employee education, the following distribution map can be obtained.

5.CONCLUSIONS AND DISCUSSION

5.1 Concluding the Result

in human resources management should not only attach importance to management play a role of constraints and restrictions, and also attaches great importance to the pay system, incentive mechanism of incentive, human resource management work is carried out in order to arouse the enthusiasm of the employees' work, and encouraging them to use their own intelligence and create more economic benefits for the enterprise. At the beginning of the implementation of reform and opening up, most businesses will production quantity as a reward, the labor intensity of workers haven't change, when the production quantity reaches limit, employees will lose enthusiasm in this kind of reward. Small and medium-sized enterprise on a smaller scale, weak competitive power, to realize the healthy development of the role of such enterprises must attach importance to talents, improve the production efficiency, to achieve this goal, the incentive system of small and medium-sized enterprises should formulate scientific and standardized. Enterprise should consider the employee's various needs, listen to their opinions, staff to meet the material needs and spiritual needs, let them get the sense of belonging in the enterprise, to improve their loyalty. Company to provide all kinds of social insurance for employees, organize them to participate in skills training, various cultural activities, provide employees with good benefits, ensure employees focus on work in enterprises. At the same time, we should also open up communication channels for employees. Managers should listen to their demands, attach importance to every employee, and guide them to strengthen cooperation and communication and form a strong cohesive force. To provide employees with a harmonious and friendly working environment, to design a scientific and reasonable compensation system, to help them formulate career development plans and to achieve their goals in life.

In establishing the incentive mechanism, the spirit should be combined with material incentives, and long-term and short-term incentives should be combined. As the basis of time, incentive can be divided into two categories, one is long-term incentive and the other is short-term incentive. The former takes some time to play a role, and the company adopts some measures to guide employees to generate enthusiasm for the work, which is the incentive measures adopted in the long-term development perspective. The latter can play an inspiring role in a short period of time and guide employees to devote themselves to the work and finish the work on time. This kind of incentive can have some negative effects on the long-term interests of the company. The combination together, can avoid the staff to make short-term behavior, encourage employees combine personal interests and the interests of the company, the company adopts the short-term incentives include promotion, honor, emotion, responsibility and motivation. It can be divided into two categories: mental

stimulation and material incentive. The former is an intangible reward, but it exerts a more lasting incentive, such as the company's love, job satisfaction and so on. These incentives can satisfy workers' psychological needs, enhance their self-confidence, and give them a sense of belonging to the company. The incentives of the latter are quick and effective, such as share incentive, welfare incentive, bonus incentive, incentives can satisfy the material needs of workers and improve the quality of life. Using scientific and reasonable incentives, the company can mobilize the workers' enthusiasm, improve production efficiency and create more economic benefits.

At present, FIRM KAINÉ has a single ownership structure, which can help the rapid investment decision in the early stage of the enterprise. But after enterprise development, the rapid increase of enterprise employees in order to keep company's core talented person, should consider to accept more core talented person holding, capital investment and technology investment, also can adopt the single project investment. That way, it can absorb some of the money that doesn't have to pay interest, and it can stabilize the core team for a long time. Country garden has been in use for many years and has achieved very good results.

In addition, a clear incentive system should be established. The company can draw a certain percentage of the annual profit, according to the performance of each department and employees in the past year. In order to better improve the staff's work enthusiasm and increase the enterprise cohesion, reduce the loss of excellent staff.

5.2 Result Discussion

After the company builds the incentive system, it is necessary to set up the appraisal system. Only when the incentive and the assessment are combined, can the company play an effective role. Company set up to evaluate system, can carry on the comprehensive evaluation to the staff, urging them to work hard, have a good working atmosphere is formed within the company, through the evaluation also can discover the talents, provide training for these people, for they exert its potential. Human resources professionals generally handle large amounts of paperwork on a daily basis. This paperwork could be anything from a department transfer request to an employee's confidential tax form. Forms must be on file for a considerable period of time. The use of Human Resources Information Systems has made it possible for companies to store and retrieve files in an electronic format for people within the organization to access when needed. This eliminates thousands of files and frees up space within the office. Another benefit of HRIS is that it allows for

information to be accessed in a timelier manner. Files are accessible within seconds via the HRIS. Having all of the information in one place also allows for professionals to analyze data quicker and across multiple locations because the information is in a centralized location. Examples of some Human Resources Information Systems are PeopleSoft, My Time, SAP, and Jobs Navigator

Corporation in evaluation staff, should formulate scientific and standardized appraisal system, when the evaluation to achieve the requirement of the specification, reasonable and perfect, the inspection work can play its role, or employees will produce negative emotions to review. In order to make the assessment play a positive role, the system should be put into practice, and the company must formulate various systems according to its own reality, and the appraisal system should be recognized and understood by employees. When making a system, the company should consider its own interests, but also pay attention to the interests of laborers, so as to realize the unification of the two. The company should set up various systems to ensure that the staff can carry out the work according to the system requirements. The human resources department should listen carefully to the Suggestions of the staff, understand their demands and adopt various measures to publicize all kinds of systems. The evaluation mechanism established by enterprises should meet the requirements of openness, fairness and objectivity. Carry out assessment work in accordance with relevant procedures to ensure the authenticity and validity of evaluation results. When evaluating employees, they can evaluate their work ability, performance and potential. Through the implementation of the evaluation, let staff have a further understanding and the understanding to the company system, improve the level of their skills, encouraging them to play their own potential, enhance the management level of the company as a whole. The human resources department should carry out in-depth analysis on the evaluation criteria, the evaluation information and the content of the evaluation, so as to ensure that they meet the standard and reasonable requirements. Some effective measures can be taken to avoid interference from other factors. In order to make the assessment play a positive role, the combination of quantitative and qualitative analysis, and the combination of staff assessment and organizational assessment can ensure a more comprehensive and objective assessment.

FIRM KAINÉ still uses traditional communication methods and channels. The communication between department and department, staff and employees is still in the traditional way of meeting and telephone. Not only does it affect work efficiency, but it is difficult to distinguish the responsibilities between different departments. Especially when multiple projects operation and management of the project control ability will increase as

the project is abate, the communication between headquarters and project is difficult to effectively, unable to grasp the progress of the project in time. In order to improve work efficiency and establish a fast information feedback channel, it is recommended that FIRM KAIN enable OA system to improve the project management and speed up the information feedback processing.

Company culture is the combination of internal and external environment condition, conform to their own development in a certain time values and culture play a role of incentives to be permanent, although it is invisible, but its incentive than some tangible incentives. The company establishes the scientific standard incentive system, can arouse the enthusiasm of the staff, makes them play the subjective initiative, smoothly realizes the company development goal. Good company culture can play a role of effective guidance and motivation in imperceptible, employees affected by cultural influence, and to strengthen the responsibility consciousness, they will actively participate in the work, efforts to complete the mission objectives, corporate culture can also be closely together, will be full form a powerful cohesion, enhance the core competitiveness of the company.

In establishing the company culture, private enterprises should adhere to the principle of people-oriented. The establishment of a good corporate culture can provide important guarantee for the implementation of human resource management, and the establishment of culture will take a long time. What enterprise culture should be established to ensure cultural construction work smoothly, to create good conditions for human resource management work, this is a problem many companies focus on thinking. First, managers should pay attention to the construction of corporate culture, and accelerate the pace of cultural construction through the development of some management systems, so as to combine cultural construction with human resource management. Secondly, the analysis and research in all phases of the role of corporate culture, and take measures to improve and perfect the cultural system, timely publicity and corporate culture to employees, and let employees on corporate culture identity.³ it is to draw lessons from and study the successful experience of large enterprises, can be gained from Europe and the United States and other countries of the enterprise some reference and reference, timely transformation development philosophy, the introduction of advanced management techniques and management methods, to promote cultural construction work. Small and medium-sized enterprise implementation of human resource management including recruiting, training, performance appraisal, are also attach great importance to the construction of corporate culture, each department personnel should participate in the joint work. The company can use good culture to enhance employees' sense of cooperation, cultivate their team spirit,

and improve the comprehensive quality of employees by creating a positive cultural atmosphere. Employees should consciously practice the company culture in the work, help the company to establish a good corporate image, and enhance the core competitiveness of the company.

The establishment of corporate culture is closely related to the enhancement of competitive power. Company establish a good culture, in the internal, build the culture atmosphere of harmony, harmony, make every employee gets the attention of the company and care, and it can improve employee satisfaction, let them get the sense of belonging in the company, good culture can also play a role of incentive and guide, is beneficial to enhance the competitive power of company, provide ideological guarantee for the all work smoothly.

Corporation must invest enough attention to human resource, the emphasis on the role of talent, according to the company's development strategy, develop talent planning, reserve more talents, can choose some staff from the inside, providing training, improve their business ability and management level. Corporation can also communicate with government management departments, to participate in some fairs, introduce more excellent talents from society, the organization participate in the recruitment of colleges and universities, actively develop and introduce all kinds of high-quality talent.

If the company set up the organizational structure of a lack of competitiveness, cannot ensure the smooth production and business operation work improve the level of the organization's competition, must develop this kind of talent, establish a perfect personnel system. In the process of development, the company should attach importance to innovation ability, and innovation is an important factor to promote the sustainable development of the company. Company can according to human resources to establish a special management system, the managers at all levels, head and all the staff into the management system, carefully analyze their needs, combined with the company strategy to develop the scientific planning of choose and employ persons, provide all kinds of training for employees, help them to achieve their development goals. Only by making scientific and reasonable personnel planning can the company arrange the employees in the appropriate positions and make them realize their potential. In the process of development, small and medium-sized enterprises must attach importance to human resource management. Carry out daily work, in the employee's work behavior, work attitude, ability to conduct a comprehensive analysis, to establish scientific and standardized system of performance evaluation, employees on the comprehensive evaluation, according to the evaluation result to set up

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Appendix

Firm KAINÉ internal questionnaire survey:

Dear colleagues,

Hello! First of all, thank you for cooperating with this survey. This questionnaire aims to understand the current situation of human resource management in the company and your Suggestions for improvement. In order to ensure the objectivity of the data, this survey is an anonymous survey. All information will be kept strictly confidential. The research results only reflect the comprehensive data, and no personal information is present.

The authenticity of the results of the survey depends on your serious and objective answer for the question, may also affect your future work environment, please fill out this questionnaire, you carefully read all the questions, the true expression of your opinion.

The office
May 1, 2018.

Note: except for multiple choice, all other options are single.

1. You are well aware of the company's development goals and objectives.
 - A Totally disagree
 - B. disagree
 - C. It's not clear.
 - D. agree
 - E. Totally agree
2. You think the company has formulated a clear mid - and long-term development strategy.
 - A Totally disagree
 - B. disagree
 - C. It's not clear.
 - D. agree
 - E. Totally agree
3. When did you start serving the company?
 - A. Before 2007 (transfer to problem 4)

B. After 2007 (transfer to issue 9)

4. In 2007, the company transferred from the construction party to the developer. In the process of transformation, did you accept the real estate organized by the company?

Training in development management.

A. is

B. no

5. You believe that human resource management has completed the transformation in the process of transformation.

Don't agree at all.

A Totally disagree

B. disagree

C. It's not clear.

D. agree

E. Totally agree

6. The company has also made clear guidance on your post responsibilities and work arrangements after the company's transformation.

Don't agree at all.

A Totally disagree

B. disagree

C. It's not clear.

D. agree

E. Totally agree

7. You believe that the company has introduced professional talents in real estate development management during the transformation process.

A Totally disagree

B. disagree

C. It's not clear.

D. agree

E. Totally agree

8. After the transformation of the company, the original employees were clearly divided into the ownership development company or the construction unit.

A. Totally disagree

B. disagree

C. It's not clear.

D. agree

E. Totally agree

9. You have a clear understanding of the importance of HRM to the development of the company.

- A Totally disagree
- B. disagree
- C. It's not clear.
- D. agree
- E. Totally agree

10. In your opinion, the key factor to change the human resource management of the company is (3)

- A. The concept of modern human resource management is established.
- B. Improve the organization of modern human resource management.
- C. High quality management team.
- D. Ask outside experts for guidance.
 - establish the appropriate incentive mechanism.
 - form a standardized performance evaluation system.
- Increase the investment of enterprises in human resources.
- E. Other, a. H.

11. What do you think are the main risks of human resource management that affect the company's long-term development? lack of incentive system and distribution system.

- A. No talent is needed.
- B. The employee is suffering from a weak consciousness.
- C. The phenomenon of talent waste exists.
- D. lack of assessment.
- The overall quality of employees is not high.
- E. Other, a. H.

12. You believe that all departments of the company cooperate well and that people of different levels can communicate equally and openly.

- A Totally disagree
- B. disagree
- C. It's not clear.
- D. agree
- E. Totally agree

13. You think your team has a good team spirit.

- A Totally disagree
- B. disagree
- C. It's not clear.
- D. agree

- E. Totally agree
14. You feel proud to work in a company and think you can make a difference here.
- A. Totally disagree
- B. disagree
- C. It's not clear.
- D. agree
- E. Totally agree
15. You think our management has a strong executive force.
- A. Totally disagree
- B. disagree
- C. It's not clear.
- D. agree
- E. Totally agree
16. You think the company can coordinate with each other and cooperate with each other.
- A. Totally disagree
- B. disagree
- C. It's not clear.
- D. agree
- E. Totally agree
17. You believe that company decision information can be delivered quickly and accurately between departments.
- A. Totally disagree
- B. disagree
- C. It's not clear.
- D. agree
- E. Totally agree
18. You believe that each sector can actively provide useful information to each other.
- A. Totally disagree
- B. disagree
- C. It's not clear.
- D. agree
- E. Totally agree
19. You believe that employees have sufficient experience and ability to meet the requirements of each position.
- A. Totally disagree
- B. disagree

- C. It's not clear.
D. agree
E. Totally agree
20. You think the organizational structure of the company has clearly defined the responsibilities of each department.
- A. Totally disagree
B. disagree
C. It's not clear.
D. agree
E. Totally agree
21. You believe that each department can effectively implement the company's goals and plans.
- A. Totally disagree
B. disagree
C. It's not clear.
D. agree
E. Totally agree
22. You think employees can communicate with each other smoothly and work together.
- A. Totally disagree
B. disagree
C. It's not clear.
D. agree
E. Totally agree
23. You believe that the superior can master the employee's work situation in time and provide help.
- A. Totally disagree
B. disagree
C. It's not clear.
D. agree
E. Totally agree
24. You think the workload of all positions in the company is relatively saturated.
- A. Totally disagree
B. disagree
C. It's not clear.
D. agree
E. Totally agree