



**A STUDY OF CORPORATE HUMAN RESOURCE STRATEGY - THE
CASE OF COMPANY ZHENGTAI GROUP CO., LTD.**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE MASTER'S DEGREE OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

2020



**A STUDY OF CORPORATE HUMAN RESOURCE STRATEGY - THE
CASE OF COMPANY ZHENGTAI GROUP CO., LTD.**

Thematic Certificate

To


DU MEIXIN

This Independent Study has been Approved as a Partial Fulfillment of the Requirement of
International Master of Business Administration in International
Business Management

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Abstract

Title: A Study of Corporate Human Resource Strategy - A Case Study of Zheng Tai Group Co., Ltd.
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..... 4 / 8 / 2021

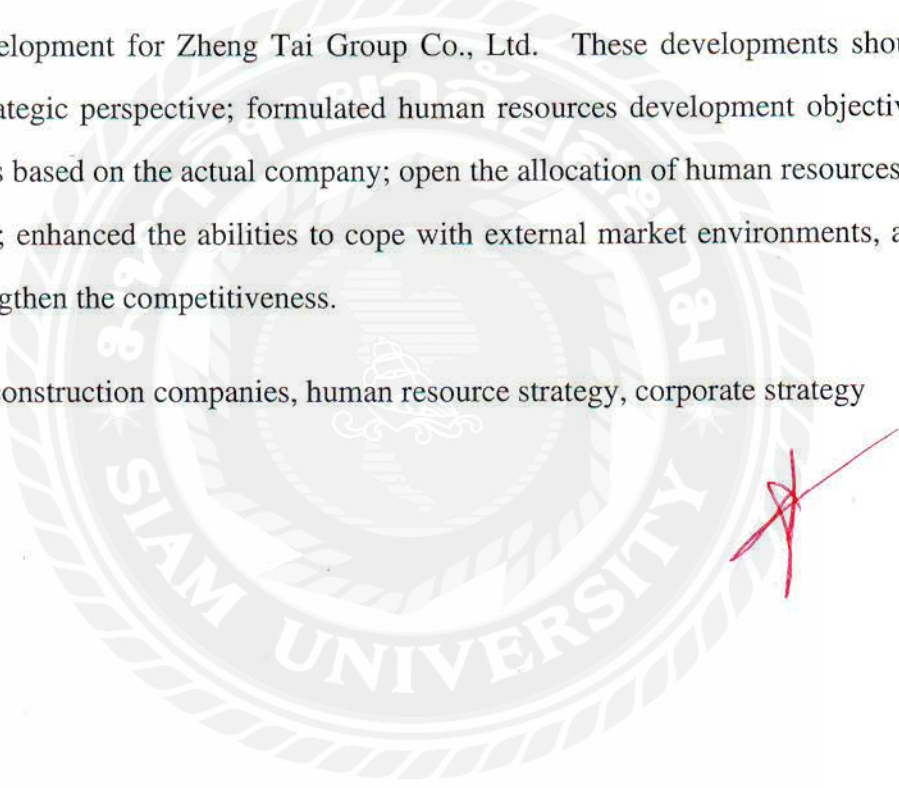
Competition between enterprises in modern society has manifested with a focus on the competition of human resources, which is considered the most valuable strategic resource. Many enterprises have started to view personnel management issues from a strategic perspective with the objective: to integrate human resource strategies into the overall strategic system of the enterprise; planning how to start from the overall strategy of the enterprise; formulate a corresponding human resource strategy; through appropriate human resource policy to the enterprise for reasonable allocation; use and development; to establish and improve the value of staff competence; to meet the needs of employees, and improve the overall employee. These strategies will enable the company to enhance its competitiveness and achieve long-term development.

This study used Zheng Tai Group Co., Ltd. company as an example for the research. As an older state-owned construction enterprise in Jiangsu Province, Zheng Tai Group Co., Ltd., must maintain its market advantage in the intense market. The company should gradually expand into new market areas, learn how to avoid a possible human resource crisis, improve the quality of staff competence and meet the demands of personnel in the corporate strategy. It has become imperative for the managers of Zheng Tai Group Co., Ltd to find a solution. This research aimed to recognize the strategies and used the company's human resource strategy as the research content. The basis of the content emphasized human resource management, human resource strategy, and the human resource strategy theory of the construction industry. The intent was to

understand and analyze the gap between the current situation of the human resources of Zheng Tai Group Co., Ltd. company and the development strategy of the enterprise. Then, the study viewed comparative research and formulated a corresponding human resource strategy to match the company strategy, explain a sequence of human resources, including acquisition, maintenance, development, and a reduction plan. A series of HR strategy implementation plans, including HR acquisition, retention, development, and reduction plans, were presented and suggested.

The main methods of this paper included the literature research method, case study method, and interview method. This research clarified ideas for the future of human resource development for Zheng Tai Group Co., Ltd. These developments should include a strategic perspective; formulated human resources development objectives and strategies based on the actual company; open the allocation of human resources of the company; enhanced the abilities to cope with external market environments, and steps to strengthen the competitiveness.

Keywords: construction companies, human resource strategy, corporate strategy



摘要

题目： 企业人力资源战略研究——正太集团有限公司案例

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.....4 /8 /2021.....

当今社会企业之间的竞争越来越表现为人力资源的竞争，人力资源被视为最宝贵的战略资源。越来越多的企业开始以战略眼光看待人事管理问题，开始将人力资源战略纳入企业整体战略体系，开始思考如何从企业整体战略出发，制定相应的人力资源战略，通过合适的人力资源政策来对企业所属人力资源进行合理配置、运用与开发，确立与提高员工的胜任素质，满足员工需求，提高员工工作满意度，提高企业生产经营效率，从而提升企业的竞争力，达到企业长久发展的目的。

正太集团有限公司作为江苏省内一家老牌的国有建筑企业，如何在激烈的市场竞争中保持自己的市场优势的同时逐步拓展新的业务市场范畴；如何避免可能出现的人力资源危机，提升员工的胜任素质，满足企业战略对人员的需求。是摆在正太集团有限公司管理者面前急需解决的问题。本文以正太集团有限公司为研究对象，以该公司的人力资源战略为研究内容，依据人力资源管理、人力资源战略及该公司所在的建筑行业人力资源战略理论为指导，分析该公司人力资源现状与企业发展战略之间的缺口，研究制定相应的人力资源战略与公司战略进行匹配，阐述了包括人力资源的获取、保持、开发、缩减计划在内的一系列人力资源战略实施计划，并提出进一步保障措施。

本文的主要研究方法包括文献研究法、案例分析法与访谈法，从战略角度为该公司未来人力资源发展明确了思路，立足公司实际制定人力资源发展目标和战

略，优化企业人力资源配置，提升企业应对外部市场环境能力，从而增强企业竞争力

关键词： 建筑企业，人力资源战略，企业战略



Acknowledgements

"This Independent study was completed under the careful guidance of my supervisor. From the selection of the topic, research, writing to the revision of the thesis, my supervisor has given me great help throughout the process. I am deeply impressed by my supervisor's rich knowledge, rigorous academic attitude and valuable professionalism, which are my beacon and lighthouse for my future work. I will always remember the saying: "A mentor's kindness is unforgettable!"

In addition, I am deeply grateful to my fellow students and colleagues at Siam University and to all the friends who have helped me so enthusiastically. Thank you to Siam University for giving me such a wonderful learning experience and to my family for their support and encouragement in my work and studies over the years! Thank you to all those who have helped and supported me, your inspiration will keep me going!

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Chapter 1 Introduction

1.1 Background of the study

In the context of the integration of the world economy, the scope of enterprise competition has expanded significantly and the market competition has become increasingly fierce. In order to achieve a competitive advantage, it is necessary to have resources that other competitors do not have and to have their own core competitive advantages. Human, financial, material and technical resources are all necessary resources for the development of an enterprise. Compared with the latter three resources, human resources can obtain sustainable development advantages for an enterprise, and are unique, scarce and difficult to imitate, so they are regarded as the first resource of an enterprise. Modern enterprises are not only facing a complex and changing external environment, but also facing the problem that the needs and values of employees within the enterprise are becoming more and more diversified. The core competitiveness of enterprises can only be achieved through strategic and systematic human resource management activities.

As an old state-owned construction enterprise in Jiangsu Province, Company Zhengtai Group Co., Ltd. has a certain market base and brand advantages, but as the competition in the construction market becomes more and more intense, the business of general contractors sinks and more and more enter the professional subcontracting market where Company Zhengtai Group Co., Ltd. is located, and private enterprises have the same qualifications as HD from the original unqualified to the original. How to maintain its market advantage in the fierce market competition, retaining its market position as an old building construction enterprise in Jiangsu Province while gradually expanding new business market areas. How to effectively improve the ageing structure of personnel, poor quality and excessive redundancy to avoid a possible human resource crisis and to meet the needs of the enterprise strategy for high-end technical and management personnel in geotechnical, environmental and design fields. How to improve the management level of the company's human resources work, enhance the competent quality of the staff, promote the company's operational management efficiency, and expand and maintain the company's competitive advantage is an urgent problem in front of the managers of Zhengtai Group Co., Ltd. Company.

This paper takes the building construction company Zhengtai Group Co., Ltd. as the research object, focusing on how to raise the company's existing human resources work to a strategic level, based on the actual company to develop a practical human resources strategy implementation policy and take various safeguard measures to break the resistance to ensure the implementation, so as to meet the demand for human resources for the strategic development of the enterprise, to provide the quantity, quality and structure of personnel to achieve the strategic goals of the enterprise In order to meet the needs of the strategic development of the enterprise for human resources, provide the quantity, quality and structure of personnel to achieve the strategic objectives of the enterprise, and ultimately cultivate and maintain the core competitiveness of the enterprise to provide support for the long-term development of the enterprise.

1.2 Significance of the study

The analysis and study of the formulation of human resource management strategy and the construction of the implementation guarantee system of Company Zhengtai Group Co., Ltd, on the one hand, theoretically enriches the content of human resource management of Company Zhengtai Group Co., Ltd, realizes the combination of human resource strategy and the strategic objectives of the company, and effectively guides the human resource development of the company and the business development of the company.

First: the formulation and implementation of Company Zhengtai Group Co., Ltd's human resources strategy can effectively guarantee the achievement of the enterprise's strategic objectives. Human resources strategy is based on the enterprise is an important part of the enterprise development strategy, is in line with the strategic objectives of enterprise development and the development of human resources management and development strategy, accelerate the development and implementation of human resources strategy can ensure that HD company in the traditional building construction market competitive advantage to maintain and in the relevant geological disaster, municipal construction, design and construction integration and other related business areas to carry out the realization of strategic objectives.

Second: The determination of Zhengtai Group Co., Ltd 's human resource strategy helps the enterprise to establish human resource management policies that are in line with the actual development of the enterprise according to the changes in the internal and external environment and the needs of the enterprise's own human resource development. It can formulate human resource planning that meets the development needs of the enterprise according to its strategic requirements; it can formulate a competitive incentive mechanism that meets the market economy reflecting the contribution and value of employees: it can formulate reasonable career planning for employees to meet the needs and expectations of employees and the requirements of the organization; it can help the enterprise use more advanced and reasonable methods to reduce manpower costs, improve the efficiency of the enterprise's employment and promote lean management; it can It helps enterprises to carry out targeted staff training, improve the quality and capability of all employees, and fully mobilise their motivation and creativity.

Thirdly: it will help Zhengtai Group Co., Ltd, a traditional building and construction company, to explode with new vitality. By identifying the gaps between the company's strategy and the current situation of human resources, we can bring in new talents, reduce redundancies, change the organization and innovate the way human resources are managed, so that the company can be revitalized.

1.3 Objective of study

Through comprehensive research and analysis, on the premise of clarifying Company Zhengtai Group Co., Ltd's corporate strategic objectives, this paper finds out the current situation of human resources, finds out the gap between strategy and human resources, analyzes the causes of the problems, and puts forward the human resources strategy suitable for Company Zhengtai Group Co., Ltd's strategic development. How to put forward the corresponding implementation plan and safeguard measures through the formulation of human resource strategy.

1.4 problem of study

1. How does Company Zhengtai Group Co., Ltd's human resource management ensure the realization of its strategic goals?
2. How does Company Zhengtai Group Co., Ltd's human resource strategy contribute to the impact of changes in the internal and external environment on the company's development?
3. What positive impact does talent introduction have on the company?

1.5 Scope of study

Analysis of the current situation and problems of human resources in Company Zhengtai Group Co., Ltd. It briefly introduces the object of this paper, analyses the development strategy of the company in the past five years and the current situation of human resources in the company, identifies the gaps between the human resources required by the company's development strategy and the existing human resources and analyses them. With the help of SWOT analyze , analysis of the company's human resources, determine the human resources strategy, analysis the strategic objectives of human resources, determine the key issues to achieve the strategic objectives, and formulate a balanced plan and principles for the demand and supply of human resources in Company Zhengtai Group Co., Ltd. The analysis of the acquisition, development, retention and reduction of human resources is used to develop a suitable HR strategy implementation policy for Zhengtai Group Co., Ltd.

1.6 Hypothesis

- H1. The internal environment of an enterprise is the premise of human resource strategy.
- H2. The gap between the quantity, quality and structure of human resources and the company's strategy is the basis of formulating human resources strategy.
- H3. The formulation of corporate strategy is the strategic goal of human resource management for the company.

Chapter 2 Review of the literature

2.1 Strategic management theory analysis

1. Connotation of the strategy

The term "strategy" has been interpreted differently in China and the West. In ancient China, strategic thinking came mainly from the military and political spheres. The term "strategy" was first used as a separate term for "war" and "strategy". The term "war" refers to battles and wars, while "strategy" refers to planning, tactics and plans. The term "strategy" was already used in Zuo Zhuan and Shi Ji, and at the end of the third century AD the Western Jin historian Sima Biao wrote a book entitled "Strategy". In the West, the word "strategy" is derived from the Greek word "strategies", which originally meant "the art of war" or "the way of war". "At that time, the word meant the art and science of commanding an army. It can be said that the word 'strategy' was originally a military concept. The Chinese concept of 'strategy' originated in the Art of War and refers to the wisdom of a general and commander: the Western concept of 'strategy' originated in ancient tactics and originally referred to the general himself, but later to the activities in military command. As society developed, the term 'strategy' was gradually transplanted to various social fields such as politics and economics.

The term "corporate strategy" first appeared in Ansoff's book "Corporate Strategy". Subsequently, H. Mintzberg, Bronfman Professor of Management at McGill University, Professor of Organization at the European Management Institute and President of the Strategic Management Society, drew on the four Ps of marketing {i.e. Product, Price, Place and Promotion} He proposed a definition of 'strategy' in five different ways, i.e. 'strategy' is: Plan, Ploy, Pattern, Position and Perspective. Since the 1980s, four main perspectives on business strategy have prevailed: strategy is an Intent, strategy is a Choice, strategy is a Revolution, and strategy is a Process.

In summary, we can briefly consider that business strategy consists of two aspects: firstly, the long-term objectives of the business; and secondly, all the ways and means to achieve the strategic objectives. Strategy defines the unique capabilities that a company has and what it does better than its competitors. It explores the ways in which a company achieves competitive advantage, such as technological innovation, improved customer service and superior quality, or the effective integration of products and services and lower production costs than competitors. Identify the solid foundations

on which the company's competitive advantage can be strongly sustained. Identify long-term goals for the company, including growth targets, market share targets and market penetration targets. Identify the range of actions to be taken to achieve them.

2. Strategic Management Interpretation

The term "strategic management" first appeared in the book "From Strategic Planning to Strategic Management" by the American management scientist H.I. Ans off in 1976. According to him, "strategic management" refers to a series of management operations that combine daily business decisions with long-term planning decisions. The term "strategic management" reappeared in Steiner's 1982 book Corporate Policy and Strategy. According to him, "strategic management" is the process of defining a company's mission and making decisions based on its external environment and internal economy.

Strategic management is a dynamic process of defining corporate objectives, ensuring that they are correctly implemented and that the mission of the company is ultimately realized. According to Prof. Xiang Baohua of Zhejiang University, strategic management = right direction + efficient operation + comfortable mood, which means that strategic management means doing the right thing in the right way.

In summary, we believe that strategic management is how an enterprise uses certain ways to put its strategy into action and dynamically manages the process of implementing the organization strategy along the set objectives, which shows that strategic management is a whole process and dynamic management. The prerequisite for strategy formulation and implementation is to analysis the changes in the external environment and the internal conditions of the company, so as to determine the strategic objectives of the company and to achieve a dynamic balance between internal and external conditions and strategic objectives. The task of strategic management is to achieve the strategic objectives of the enterprise through strategy formulation, strategy implementation and day-to-day management, while maintaining this dynamic balance. Strategic management takes the overall situation of the company as the object and manages the overall situation with the overall activities of the company as the goal, so that all departments are coordinated to achieve the overall strategic goals. Strategic management requires the coordinated planning of various resources such as human and financial resources needed to achieve strategic objectives. Strategic management is a long-term task, not only limited to the current strategic objectives, but also extends into the longer term. This requires enterprises to take full account of the social, political,

legal and economic factors of the external environment, the culture of the enterprise, the structure of the workforce, the technology of production and the organization of work, and to develop long-term response mechanisms to maintain a dynamic balance between the enterprise and the changing environment, to improve the adaptability of the enterprise, to enhance core competitiveness and to enable the enterprise to develop in the long term.

3. Evolution of strategic management theory

Strategic management theory has gone through three major stages since its initial emergence. The first stage is the early stage of strategic thinking, from the early 20th century to before the 1960s, the initial formation of strategic thinking, that is, this stage is called the germination of the idea of strategic management. early 20th century, the French management scientist Fayol integrated the internal activities of enterprises, divided the various activities in enterprises into six categories, such as technical, commercial, financial, security, accounting and management activities, etc., put forward the five functions of management (planning, In the late 1950s, American scholars Gordon and Howell proposed the establishment of a course on business policy. This course was the predecessor of strategic management studies.

The second stage is the classical strategy theory stage, from the early 1960s to the early 1980s, the research and practice of corporate strategic management theory developed unprecedentedly, forming a more complete strategic management theory system and giving rise to ten schools of strategic theory, so it is called the strategic management theory stage. In 1965, Ansoff's book *Corporate Strategy* was the starting point for the study of modern corporate strategy theory. This laid the foundation for the development of strategic management theory. The ten schools of strategic management that were prevalent during this period were: the Design School, which Andrews eventually defined precisely; the Planning School, initiated by Ansoff; the Positioning School, initiated by Porter; the Cognitive School, is a Learning School of Quine, the Power School, the Cultural School, the Environmental School The School of the Environment, the Configuration School and the School of the Environment.

The third stage is the stage of competitive strategy theory. Since the early 1980s, the study of strategy theory has focused on how to obtain and maintain a competitive advantage for enterprises, and there are three major schools of thought prevalent in this stage: one is the industry structure school led by Porter in 1980, who proposed three general strategies, namely cost-first strategy, differentiation strategy and concentration

strategy. Secondly, in the 1990s, the theory of core competencies, which is based on the book "The Great Future of Competition" co-authored by Prahalad and Hamel, was prevalent in the West, and believed that a company's core competencies had three characteristics: bringing customers

Value; support multiple core products; difficult for competitors to copy and imitate. Third, the strategic resource school, which considers resources to be a competitive advantage, proposes that the resources possessed by a company are scarce and it is difficult for competitors to possess the same quality of resources.

4. The latest research results of strategic management theory and its development trend

At this stage, theories such as vision-driven management, strategic turning point management and the "excellent strategy" or "adaptation strategy" proposed by Japanese scholar Keizuki Itami were introduced. The theory of "adaptive strategy" proposed by Japanese scholar Keizuki Itami. At the same time, the rapid development of information technology has also caused a series of changes in the field of management, and the product of this is the new type of enterprise in the 21st century - "Virtual Enterprises" (VE). The continuous development of information technology has led to Strategic management is becoming more networked and information-based, including the widespread use of e-commerce and electronic data interchange.

Since the mid-1990s, with the development of the global economy, and against the backdrop of the call for "partnership" rather than "competition" among enterprises, customer value center theory, strategic alliance theory and business ecosystems have emerged as novel theories, which have greatly promoted the development of strategic management and further broadened the scope for enterprises to survive and develop. These theories have given a great impetus to the development of strategic management, further broadening the scope for corporate survival and development, and providing a direction for healthy and sustainable development.

2.2 Strategic human resource management theory

2. 2. 1、 Analysis of human resources strategy

Human resources, meaning the general term for the population of a country or region that is capable of creating material, spiritual and cultural wealth for the society and performing intellectual and physical work. Scholars from various periods have different views on human resource strategy. Walker and Schuler, American HRM

scholars, define HR strategy as "the collection of processes and activities that work through the HR department and line management to achieve the strategic goals of the business and in doing so improve the current and future performance and sustain the competitive advantage of the business." Scholars such as Comais I Magea define HR strategy as "the deliberate use of human resources by a firm to help it gain and maintain its competitive advantage; it is a plan or approach adopted by the organization and is used to achieve the organization's objectives through the effective activities of its employees."

According to domestic scholar Li Youyi, "Human resource strategy" is the development of human resource management plans and methods based on corporate strategy, and the realization of corporate strategic objectives through human resource management activities." In his book *Human Resource Strategy and Organizational Structure Design*, Gai Yong points out that "the so-called human resource strategy means that the enterprise establishes its corporate goals based on internal and external environmental analysis, so as to set out its human resource management goals, and thus through various human resource management functional activities to achieve corporate goals and human resource goals as well as to maintain and The process of creating is a sustainable competitive advantage for the business".

We can think of the HR strategy as a long-term plan for HR development and management that is formulated in accordance with the organization's development strategy, taking full account of employees' expectations, in order to meet the needs of an increasingly changing external environment and the needs of HR development and management itself. The HR strategy involves the construction of a cultural mechanism suitable for the development of the organization; the strategy of how the career planning of employees is carried out in all parts of the company; how HR policies and practices are consistent in the organization and many other aspects. HR strategy is a functional strategy of corporate strategy, which supports the overall corporate strategy and business strategy. HR strategy can be divided into a lure strategy, an investment strategy and an engagement strategy for employees within the company, and can be divided into a developmental strategy, a mission strategy, a paternalistic strategy and a transformation strategy, depending on the degree of change in the company. Regardless of the strategy used, it has an important guiding role in HR development and management activities, and is an important part of the organization's development

strategy, as well as an effective guarantee for the implementation of the organization's strategy.

2. 2. 2. Strategic human resource management connotation

Barker points out that the basic functions of human resources management include: personnel administration, labor relations management, human relations management and the development of executives, among other basic aspects. Furthermore, when considering HRM and the strategic planning of the company as a system as a whole in the strategic management of human resources, it certainly shows that HRM has a significance at the level of strategic activities.

The strategic management system of human resources specifically includes the following three levels of content: Firstly, the administrative activities layer, which is derived from the traditional personnel management activities, mainly including: personnel records, document processing, employee welfare management, interpretation of policies and procedures, employee services and other basic activities. The above activities are at the root of strategic HR management and are the day-to-day operations of HR management. The second is the operational activities, which are the practical level of HR strategic management and include activities such as recruitment, selection, training, performance management, salary with employee relations. These activities constitute the main body of HR strategic management in practice. The third is the strategic activity level, which is the highest level of HRM, the core concept of HRM, and the whole HR

It is the starting point and guiding direction for the implementation of HRM activities, and the link between HRM and the organization's strategic plan. It consists mainly of the analysis of the strategic HR environment conditions; the formulation and selection of HR strategies; and the implementation and control of HR strategic activities. According to L. Spencer's research, the added value of HRM activities at the administrative level is only 10%, at the operational level 30%, and at the strategic level up to 60%. This shows the importance of strategic activities in the overall HRM process.

2. 2. 3. History of HRM theory development

Firstly, let's look at the five periods through which human resources development has taken place abroad.

A nascent period (1910) for the management of human resources can be traced back 3,800 years to the Code of Hammurabi, which first described the minimum wage,

stating that wages could be paid according to the natural circumstances of the work performed, dividing them into two types: hourly and piecework wages. After the Venetian Arsenal in 1436, the per diem rate and the per piecework rate were introduced.

The second was the period of scientific management (1910-1940), when the principles of Frederick Taylor's "scientific management" were laid down in 1911 at the beginning of the 20th century. At the same time, terms such as "efficiency expert" and "time-effect ion" emphasized the elimination of redundant actions and thus increased efficiency. In 1916, Henri Fayol introduced 'process management', which emphasised the improvement of management skills. This was followed by Elton Mayo's famous Hawthorne Experiment in 1927, which showed the importance of motivation to labor productivity.

The third is the interpersonal period (1940-1960), which was represented by Abraham Maslow's "Hierarchy of Human Needs Theory" in 1954. The theory states that employees may have different levels of needs at different stages of their lives (survival, security, belonging, self-esteem and self-actualisation) and warns managers to use their individual needs as the basis for different levels of motivation in order to achieve higher levels of labor productivity. McGregor introduced 'Theory X and Theory Y'. Theory X and Theory Y were developed by Douglas McGregor in 1960.

Fourthly, during the period of humanistic psychology (1960-1970), Porter and others wrote extensively about 'expectation' theory, which argued that by using appropriate motivational tools, managers could effectively motivate employees to achieve desired goals. In addition, Lawrence and others have written extensively on the 'theory of variation', which states that the 'best model' or the only way to manage should depend on the particular context. In the early 1960s, Myers and Briggs developed a testing tool, the Myers-Briggs Personality Type Inventory (MBTI), which helped employees to self-examine their own personalities.

The fifth is the period of systems management (1980 I), which is almost identical to the "total quality management period". "The theoretical cornerstones of TQM include continuous improvement, setting long-term goals, empowering employees, and using teamwork. A decade later, Philip Crosby, in his work on quality control, introduced the term "benchmarking" as a term widely used in TQM. Crosby promoted the 'Zero defects' approach to quality control. In 1981, William Ouchi introduced the concept of B-Theory, which encompasses all levels of personnel performing quality control

activities, understanding organizational goals, reducing division of labor and profit sharing.

Secondly, let us review the different stages in the development of human resource management in China. Human resource management in China has undergone a process of transformation from personnel management to strategic management, with human resource managers completing the role change from senior clerks to strategic partners of the enterprise in the same period. This transformation process includes the journey of China's HRM from following orders to advising; from being busy with transactional work to building strategic work. It broadly includes the following five stages.

First, the personnel records management stage, due to the influence of the planned economic system, the flow of talents was restricted by various policies; no attention was paid to developing the advantages of human resources; the annual merit system was implemented in the employment of enterprises; the competition for the selection of managers relied on the seniority of candidates; and the egalitarianism of salary distribution was implemented. Under this system, the enthusiasm and initiative of employees are not given full play at all. The work of human resources management also remained only on some transactional work, and in this period, the personnel manager merely acted as a senior clerk.

The second is the stage of awakening awareness of human resources management. Due to the rapid development of the market economy, talents began to flow freely. In order to retain elites and avoid a massive loss of talents, the senior management had to urge the personnel department to study the issues of human resources absorption, employment, training and retention. At this stage, the personnel department mainly follows the orders of the senior management regarding personnel and actively cooperates with the enterprise in formulating human resources policies so as to better implement retention strategies. The top management of the enterprise plays a vital role in the stage of management awareness awakening, the personnel department is still in a passive situation of following orders, but under the strong pressure of the top management of the enterprise to improve the enterprise's human resources policies, it gradually realises that human resources management is not just staying at the level of completing tasks, but should think further about the daily management measures of human resources.

Thirdly, it is the stage of initial formation of the human resource management framework. At this stage, HR managers begin to actively learn about HRM in order to

improve the quality of work in the personnel department. At the same time, a large number of HRM theory training courses and consulting companies emerge in the society to provide an excellent learning environment for personnel managers. Personnel managers apply the systematic knowledge and theoretical systems they have learnt to build a suitable framework for the management of recruitment, training, performance evaluation and remuneration systems. The prototype HRM system alone is to a large extent limited by the theoretical knowledge and limited experience held by personnel managers, there are still many drawbacks that need to be considered in all aspects to improve such a system, but the construction of the HRM framework itself is a great advancement that provides a strong guarantee for the further development of HRM.

Fourthly, there is the stage of development of human resources management. The personnel manager, in search of a more complete management system, begins to focus on the issue of the quality of human resources management. Through a comprehensive analysis of the quality of the employees the company has, the human resources are allocated effectively so that the employees are in the right positions to maximise their performance, and the personnel manager organizes a performance management assessment system. In order to achieve a comprehensive look at the results of the performance appraisal, the new salary management system stimulates the motivation of the staff, using a different "salary" to stimulate a different "mood" of the staff, thus improving efficiency to achieve the purpose of improving the economic efficiency of the enterprise. In the development stage, focus on talent development, motivate the talent of the employment concept

The concept of talent is always running through, from the top to the bottom of the enterprise, without exception, all employees attach importance to the concept of talent, the top of the enterprise is aware of the key role of talent to the development of enterprises, human resources managers gradually aware of strategic management issues.

Fifth is the stage of strategic management of human resources. With the advent of the knowledge economy, the competition between enterprises is intensifying, and this competition comes from many aspects, among which the competition of talents bears the brunt, and the excellent talents determine the qualities of the core talents of the enterprise. In order to win talents and beat competitors, HR managers have to speed up strategic HR management measures, view HR problems faced by enterprises from a strategic point of view; manage employees strategically; design HR strategies to match with enterprise strategies; help employees to achieve their career plans and meet The

Human Resources Manager During this period, the HR manager is no longer tied to transactional work, but considers HR issues strategically from the perspective of the top management of the company, completing the transition from a senior transactional administrator to a strategic decision-maker.

2. 2. 4. Status of research on strategic human resource management theory and enlightenment

First one, is the overview of foreign research on strategic human resource management. The academic community is generally in favour of Wright & McMahan's view that strategic human resource management is "a series of planned, strategic human resource deployment and management actions undertaken and taken to enable an enterprise to achieve its strategic objectives.

At present, foreign scholars study strategic human resource management mainly from three aspects: firstly, the aspect of resource base theory; secondly, the aspect of strategic management process theory; and thirdly, the aspect of strategic consistency and flexibility model. The resource-based theory considers that the internal special and heterogeneous resources controlled by the enterprise are the source of competitive advantage won by the enterprise. These resources are characterised by scarcity, value, inimitability and irreplaceability. Scholars consider human resources to be the specific resources that give organizations a competitive advantage, and Wright argues that strategic human resource management

There are four characteristics: irreplaceability, systemic, strategic (integration) and target-oriented.

Given the complex and dynamic peripheral environment that companies face, it is particularly important for them to have the ability to adapt to changes in this environment, which requires them to focus on developing the ability to adapt to the changing environment in the strategic management of human resources. As a result of this, Wright and Snell proposed a model of strategic HR management consistency and flexibility in 1998, suggesting that consistency lies in the alignment of HRM practices, employee skills and employee behaviors, while flexibility is the ability of a company to respond to the various demands of a dynamic competitive environment.

Secondly, we explore the research of domestic scholars in the area of strategic human resource management. In the late 1990s, scholars first came to prominence with their research works. They focused on how to match HR strategy with corporate

strategy, i.e. how and what to change from 'tactics' to 'strategy' in HRM. There are several different academic views on the process of changing from 'tactics' to 'strategy'. Liu Ying believes that the transformation process of HRM to strategic HR management includes: HRM role positioning and HRM strategy.

The two aspects of HRM thinking are: Wang Jianming considers the change of the concept of "people-oriented" HRM; Shen Yinlong, Pan Xi and Li Gang discuss the change of HRM to strategic HRM in three specific industries: the real estate industry, the banking industry and the civil aviation industry, respectively.

Based on the study of the transformation process from "tactics" to "strategy", strategic human resource management further explores the models of this transformation. Zhao Shuming et al. proposed four models of strategic HRM: institutional, flexible, knowledge-based and family-based, based on an analysis of the complexity and coupling effects of four types of organizations and seven types of external environments. Apart from these, scholars have also discussed the application models of strategic human resource management from two other aspects. On the one hand Wang Xueli constructs a strategic HRM model on the basis of comparing traditional HRM, HRM strategy and strategic HRM, and proposes a method of attention for applying this model in practice. On the second hand, Peng Jianfeng and Mao Haiguang specifically analyse the components of a strategic HR management system.

In addition, scholars have used the Resource Based View (RBV) to explore strategic human resource management. The RBV is a key perspective of the strategic resource school and an important basis for many scholars' research on strategic human resource management. Scholars have used it as a basis to elaborate on various aspects of strategic human resource management. Yuan Honglin, Cheng Dejun and Su Fangguo have discussed the relationship between strategic human resource management and the competitive advantage of enterprises from the perspective of the resource-based view, and proposed that strategic human resource management can gain competitive advantage for enterprises. Cheng Dejun and others further

The construction of a strategic HRM framework from a resource-based perspective is explored in a step-by-step manner, and four types of strategic HRM systems, namely team-based, hierarchical, ad hoc and alliance-based, are proposed. In addition, Wang Ying and other scholars briefly discuss the application of the resource-based view in strategic human resource management.

Throughout the many studies conducted by scholars at home and abroad, whether it is the resource-based theory and strategic management process theory, or the management strategy model, all of them reflect the importance of strategic human resource management for enterprise development. The key to an enterprise's success lies in its core competence, which is the comprehensive knowledge structure possessed by the enterprise, and this comprehensive knowledge structure relies heavily on the support of human resources management. This inevitably requires human resources management personnel to master human resources business skills, human resources management skills on the basis of

On top of that, it fully understands the financial, business management, core technology and other aspects of the enterprise. By tapping into the irreplaceable, systematic, strategic (integration) and target-oriented human resources characteristics, the human resources management department helps enterprises to establish a lasting competitive advantage and gradually becomes a strategic partner of the enterprise. Based on the clear strategic objectives of the enterprise, and with the aim of participating in the operation of the business sector, the HR manager actively contributes to the construction of the strategic HR management system needed by the enterprise.

In summary, it is not difficult for us to launch that strategic management of human resources is the top priority of enterprises at present. In the era of knowledge-based economy, where "respect for knowledge and talent" is the norm, the competition between enterprises is a constant renewal of knowledge, and human resources, as the carrier of knowledge and the creator of enterprise value, are becoming increasingly prominent in the core position of enterprises. If enterprises want to achieve long-term development in the globalised economy and maintain their core competitive advantages, they must vigorously develop the special resources they possess - human resources - and implement effective human resources strategies.

Strategic management. On the basis of many factors such as corporate strategy, employee expectations and career planning, definition of job responsibilities and the company's own ability to adapt to changes in the environment, the current strategic human resources management system is constantly improved; a strict strategy for attracting, employing and retaining talent that is adapted to the development of the company is formulated; a staff training programme that is conducive to the development of the company is constructed; the company's performance evaluation system that fully reflects fair competition is improved; and a flexible remuneration

system that stimulates the motivation of employees is designed. We have also designed a flexible remuneration system to stimulate the motivation of employees. From a strategic perspective, we consider the strategic management of human resources from all angles to achieve the corporate strategy, and institutionalise, standardise and standardise the strategic management of human resources. From the root to attract talent, motivate talent, retain talent, fully exploit the huge potential of talent, so that they take the initiative to contribute to the development of the enterprise, while at the same time, employee's personal expectations are met to a corresponding degree. Companies will therefore be better at retention strategies and have more opportunities to enjoy the large amount of human resources at their disposal.

2.3 Study of human resource strategies in the construction industry

China's construction industry has been developing faster and faster since the reform and opening up, and the market scale is getting bigger and bigger. As a pillar of the national economy, the construction industry has a large number of employees, and how enterprises can improve their human resource management and how to help them enhance their competitiveness through human resource management is receiving more and more research and attention from scholars.

Zheng Lei (1999) believes that strategic human resource management is the planned training and employment of various talents necessary for the implementation of the business strategy of the enterprise according to the characteristics of the industry and the business strategy of the enterprise. Therefore, construction enterprises should formulate appropriate human resource strategies according to the characteristics of their industries and the business strategies of their enterprises, and strengthen personnel management to improve the utilization rate of their human resources.

Sun Chuan (2001) argues that the quality of employees in China's construction industry is not high and there is an obvious gap compared with developed countries. Enterprises should do a good job in human resources planning, build a reasonable personnel structure, promote the construction of corporate culture, vigorously grasp the education and training of personnel, and establish a scientific incentive system to improve the level of human resources management in enterprises.

Han (2009) believes that influenced by the management and traditional concepts of the planned economy period, the human resources composition and human resources management system of state-owned construction enterprises have many problems, the

human resources team of state-owned construction enterprises is huge, but the enterprise talent structure is unreasonable, on the one hand, there are redundant staff, on the other hand, there is a strange lack of professional and senior management personnel, the construction industry personnel composition is complex; the overall quality of personnel is low. The level of human resources management of enterprises is backward.

Li Yongsheng (2009) points out the building construction enterprises have their certain special characteristics, such as large investment, high risk and dispersed personnel. Therefore, the construction industry also has a great deal of specificity in the way it operates and manages its human resources. Therefore, construction enterprises should formulate appropriate human resources strategies according to the characteristics of the construction industry and the business strategies of the enterprises, strengthen management and improve the utilization rate of human resources of the enterprises.

Zuo Yajing (2010) believes that the human resources structure of construction enterprises is seriously out of balance, the overall quality of employees is low, and personnel reform is simplistic, etc. He believes that construction enterprises should change their concepts and establish the concept of human resources development and management; through scientific research and study, formulate scientific and reasonable strategic planning of human resources, and establish recruitment, personnel training and development, salary management and performance assessment that match the corporate strategy policies in order to improve the competitiveness of enterprises.

Meng Jianmin (2010) summarizes the current human resource management problems of construction enterprises from the characteristics of human resources in construction enterprises and initially discusses relevant policies suitable for human resource management in construction enterprises.

Chapter 3 Research Methodology

3.1 Literature research method

Before starting to write the manuscript, I searched and read a lot of literature on human resource strategy to rationalise the arguments and logical relationships in order to prepare the theoretical basis for the research and study work of this paper. On the basis of comprehensive collection of relevant literature and materials on HR strategy analysis of Company Zhengtai Group Co., Ltd and the enterprise, after summarizing, sorting out, analyzing and identifying, this paper systematically and comprehensively narrates and comments on the progress of HR on the enterprise in a certain period. Reviews can be divided into two forms: comprehensive and thematic. A comprehensive review is a strategic analysis and summary of Company Zhengtai Group Co., Ltd and more effective suggestions are put forward. Literature review is characterized by pointing out the current level, trends, problems to be solved and future development direction based on in-depth analysis of past and present research results, and putting forward one's own views, opinions and suggestions. And according to the relevant theory, research conditions and actual needs. All kinds of research results are reviewed to provide the basis or conditions for the current research.

3.2 Case Study Method

By taking Company Zhengtai Group Co., Ltd as the object of study, this paper analyses the gap between the existing human resources and the corporate strategy, collates the human resource management issues that hinder the achievement of Company Zhengtai Group Co., Ltd's strategic goals, constructs a human resource strategy that is compatible with the corporate strategy, and proposes measures to implement and safeguard the company's strategic human resource management.

3.3 Interview method

As direct stakeholders in the company's human resource management policies, it is important to visit the employees of Company Zhengtai Group Co., Ltd to find out what they think about the current state of corporate management and their own working conditions. It is also important to consult with experts in human resources management and ask them about their thoughts on the development and implementation of the

company's human resources strategy and how it fits in with the achievement of the company's strategy.



Chapter 4 Data Analysis

4.1 Company Profile

Established in 1992 with a registered capital of RMB 22 million, Zhengtai Group Co., Ltd is a comprehensive foundation engineering company specialising in pit support design, foundation and foundation engineering construction, as well as geological hazard assessment, investigation, design and construction.

The company has special contracting qualifications such as Grade I professional contracting for foundation and foundation, Grade II professional contracting for earthwork, Grade II professional contracting for building waterproofing, Grade II professional contracting for highway road base engineering, Grade II professional contracting for hydraulic building foundation treatment engineering, Grade II professional contracting for embankment engineering issued by the Housing and Urban-Rural Development Department of Jiangsu Province, Grade A qualification for geological disaster management engineering design, geological disaster risk assessment and geological disaster management engineering construction issued by the Ministry of Land and Resources. The company is also qualified to carry out geological disaster management engineering design, geological disaster hazard assessment and geological disaster management engineering construction, geotechnical engineering design, geological disaster management engineering survey and foreign construction issued by the Ministry of Land and Resources of Jiangsu Province. Since its establishment, the company has undertaken more than 120 provincial and municipal key projects, such as the construction of the North Station Building and North Square of Nanjing Railway Station, the foundation support of the Jiaoyin Building in Suzhou Industrial Park, the terminal building foundation project of the second phase of Lukou International Airport, and the underground diaphragm wall and bored pile construction project of the Financial City Lot in Financial City.

The company has 6 functional agencies, namely, General Engineering Office, Management Department, Comprehensive Department, Finance Department, Quality and Safety Department and Production Equipment Department. Under the company, there are the first engineering department, the second engineering department, the third engineering department, the fourth engineering department, the fifth engineering department, the sixth engineering department, Xuzhou Engineering Department and other production entities. The number of working staff is 275, with 168 professional

and technical personnel of all kinds, 36 with senior titles (4 professor-level senior engineers), 62 with intermediate technical titles and 70 with junior titles. The company has 3 registered geotechnical engineers, 20 first-class builders, 46 second-class builders, 6 registered safety engineers and 5 registered cost engineers.

The company insists on taking the road of "establishing business with sincerity" and "strengthening enterprise with brand", carefully building the R brand, insisting on the development concept of "people-oriented, science and technology-driven, and survival by quality". We attach great importance to scientific and technological innovation and communication, and focus on construction quality and safety control. Since its establishment, the company has seen a steady growth in contract output value, production output value and other indicators, with contract output value of nearly RMB 700 million in 2012.

In recent years, with the expansion of the scope of business undertakings, the company is not only limited to the development of Jiangsu Province, but also extended to Yunnan, Heilongjiang, Xinjiang and other places, and overseas projects in Mozambique, Algeria, Chile and other countries. The company's demand for international and high quality talents is becoming more and more urgent. The existing human resources cannot meet the needs of the fierce market competition and the strategic development of the company, and there are a series of problems such as unreasonable staff structure, generally low education, lack of staff execution, lower job satisfaction, lower work motivation and lower productivity and service quality.

4.2 Zhengtai Group Co., Ltd 's development strategy

1. Zhengtai Group Co., Ltd Mission, philosophy and purpose of the company

As the economy enters a new normal, the external environment faced by the company is increasingly complex and changeable, the market competition in the construction industry is becoming more and more intense, and the situation of increasing operational difficulties is becoming increasingly serious. How to adapt to the current economy, how to use a global, forward-looking strategic perspective to guide the future development of the company, Company Zhengtai Group Co., Ltd put forward its own strategic thinking and strategic objectives.

Company mission: to become a comprehensive foundation engineering company with excellent quality, safe construction, honest performance and mature technology, to serve the society and promote the progress of the industry. We will provide quality

construction products for the society, continuously strengthen our core competitiveness, consolidate and enhance our leading position in the industry in the province, and vigorously expand the market in other domestic regions and foreign markets, so as to build Zhengtai Group Co., Ltd into a comprehensive foundation engineering company with first-class competitiveness and influence.

Company philosophy: people-oriented, technology-driven, quality for survival. We attach great importance to scientific and technological innovation and communication, pay attention to construction quality and safety control, devote ourselves to cultivating a high-quality, high-quality construction talent team, encourage employees to continue re-education to upgrade their education, encourage employees to obtain titles and practice qualification certificates, and provide good service and guarantee work for employees' title evaluation. Science and technology is the first productive force, innovation is the first driving force, science and technology innovation as the source of enterprise development, and actively promote cooperation and exchange with universities, research institutes and industry associations to enhance technical exchanges between peers.

Enterprise purpose: to seek safety, ensure quality, establish integrity, responsible for the owner, let the customer rest assured. The company strictly follows GB/T19001-2008 standard, GB/T24001-2004 standard, GB/T28001-2001 and other standard system documents to standardize internal management, practice internal skills, strictly control project quality and safety, create high-quality projects, maintain customer resources with high-quality products and services, and let customers rest assured. At the same time, we are responsible for frontline staff and ensure the safety of construction personnel on site.

2. Company Zhengtai Group Co., Ltd Strategic Objectives

As an old building construction unit in Jiangsu Province, Company Zhengtai Group Co., Ltd is increasingly caught in an awkward situation in the fierce market competition. On the one hand, large building construction units such as China Railway and China Construction already have a general contracting model linking design, construction and procurement together, while Company Zhengtai Group Co., Ltd is not yet qualified as a general contractor and still relies on specialist contracting as its main source of business. On the other hand, private enterprises have gone from having no qualifications to having the same qualifications as Company Zhengtai Group Co., Ltd, which still has the weaknesses of heavy staff burden and rigid system compared with

it. How to stand out in the existing environment, maintain the existing market position while developing new business scope, Company Zhengtai Group Co., Ltd put forward its own five-year strategy: on the basis of the original business scope, develop urban geological comprehensive services business, strive to develop the market, enhance the technical strength of construction work, build the position of the market leader in the development of new areas of building construction, and establish a high-quality brand image in the national building construction field The company's strategy is to develop a comprehensive urban geology service business.

The strategic objectives of the business are broken down as follows.

(1) Further expand and strengthen the geotechnical construction business, strive to expand the market outside the province, and actively participate in international competition. We will seize the opportunity of urbanization and the "Belt and Road" policy, further expand our brand influence, maintain the Jiangsu market while further expanding the market outside the province, and actively respond to the development trend of economic globalization.

(2) Further broaden the scope of business operations, actively undertake geological disaster management projects, and strive to expand new business in geothermal and soil improvement. Taking the opportunity of the country's emphasis on the development of environmental management projects, the Company has obtained Grade A qualification in geological disaster management from the Ministry of Land and Resources, and is striving to undertake business in urban environmental geology and geological management of mining environments. Actively seize the geothermal and soil improvement business market.

(3) Strive to drive the further development of construction with design and build an influential design brand. Using the geotechnical engineering design qualification that has been obtained, we should make a breakthrough in geotechnical engineering design, especially in foundation pit support design and foundation treatment design. Develop into an influential design brand, and at the same time use the project's early advantages in the design process to drive the later undertaking of geotechnical deep foundation pit support construction projects, truly realising the integration of design and construction.

(4) Enhance the technical strength of building construction work, improve the technological content of traditional industries, strengthen the application of new

technologies, new techniques and new methods, and enhance the market competitiveness of enterprises with technological innovation.

4.3 Human resource issues at Zhengtai Group Co., Ltd

The current human resources situation of Company Zhengtai Group Co., Ltd is compared with the company's development strategy to find out the human resources gaps of the company in order to solve the human resources problems, so that they can meet the strategic development needs of the company and contribute to the realization of the company's strategy. Through analysis and comparison, the human resource issues of Company Zhengtai Group Co., Ltd are as follows.

(1) The age structure of the staff is unreasonable and old, and there is a gap in the construction of the talent ladder, and the human resources reserve is not rich enough to meet the strategic needs. the average age of the staff of R is 43, the average age of the senior management is 50, and the average age of the middle management is 46.

The number of employees aged 46-50 is 17% and those aged 51 and above is 15%, which means that the company's strategic needs for innovation and progress are hindered by the ageing of knowledge and the implementation of strategy is not strong.

(2) The structure of human resources is unreasonable, the company has many redundant staff and structural contradictions coexist, there are many ordinary employees and few high quality personnel. There are only four professor-level senior engineers in the company, and the lack of industry leaders has resistance to the implementation of the company's strategy to increase the development of geotechnical industry, and there is a lack of professional talents in geotechnical disaster management, environmental engineering and design, which are needed for the company's strategy; there is a lack of high-end talents who are familiar with international business and language, which cannot meet There is a lack of high-end talents who are familiar with international business and languages to meet the strategic needs of the Company to expand its business abroad.

(3) Lack of high-quality management personnel: as a building construction enterprise, the emphasis is on technology, light on management, 90% of the leaders are engaged in project construction, project management origin, lack of professional enterprise management training, unable to provide strong management support for the company.

(4) The company has unreasonable job settings and lacks composite talents. There are too many management posts and functional posts, accounting for more than 20% of the total number of employees in the company, showing low management efficiency and high operating costs. The number of marketing posts is too small, with only 5% of the staff engaged in market development work, which cannot meet the company's demand for expanding market scope. The technical posts have the largest proportion of staff, but most of them have less than high school education and lower cultural quality. There is a lack of operational post staff, the proportion of skilled workers is low, and the company has no senior mechanics, technicians and other personnel.

4.4 Human Resource Management Issues in Company Zhengtai Group Co., Ltd

With the help of the HR scorecard concept it is known that a chain of HRM activities needs to be completed in order to achieve the organization's strategic objectives. This means that the achievement of the strategic objectives of the company starts with the human resource management activities - the emergence of employee behavior - the management results related to the strategy - the organizational performance and finally the achievement of the strategic objectives of the company.

The key reason why Company Zhengtai Group Co., Ltd has human resource problems that cannot support the completion of the company's strategy is that the existing human resource management model does not match the company's strategy, thus failing to provide a reasonable number, optimized structure, quality and level of talent to meet the needs of the company's strategy, and failing to improve employee behavior and produce the operational results required by the company's strategy through appropriate human resource management activities.

The main issues in human resource management at Company Zhengtai Group Co., Ltd are as follows.

4.4.1 Inadequate and incomplete human resource management policies

Analysis of R's existing human resource management policy, the lack of staff exit mechanism, performance appraisal, training and development, compensation and benefits are divided between them, not linked, not a system, and does not match the company's strategic needs, can not guarantee the achievement of the company's strategic objectives with the existing policy.

4.4.2 Lack of standardised recruitment processes and methods

The company's current recruitment policy is not attractive to the highly qualified people needed for the strategy.

(1) Company Zhengtai Group Co., Ltd does not have a special recruitment system in place, and recruitment methods are simple and arbitrary.

(2) The lack of scientific staff absorption and mobility mechanism, personnel system is still the implementation of the rigid personnel employment system that can be up but not down, can enter but not out. The attraction of high-quality talents is not strong enough, and there is no good exit mechanism for low-quality and low-level personnel, and there are only a few more people muddling through in their positions. The inherent relationship and seniority of state-owned enterprises is serious, and there is the phenomenon of setting up posts according to the person, the lack of open and transparent selection mechanism on job competition, and fewer channels for young employees to rise, which is not conducive to cultivating the motivation of young workers.

(3) The professional skills of those responsible for recruitment are not high enough, and the heads of departments and executives lack certain recruitment skills and training and are more subjective.

(4) There is no recruitment assessment process and no attention is paid to factors such as how well the candidate's values match those of the company and whether the company can meet the candidate's development expectations at the time of recruitment.

4.4.3 Training development system is not scientific and rational enough

The existing training policy of Company Zhengtai Group Co., Ltd is not motivating and cannot continuously guarantee the steady improvement of personnel quality, produce the competent quality of personnel required by the strategy, and produce the quality of employees that meet the requirements of the position by training; there is a lack of effective feedback and communication between the strategic objectives of the company and the personal career development objectives of the employees.

(1) Company Zhengtai Group Co., Ltd's current training system lacks the analysis of training needs, not combined with corporate strategic objectives, job content, job requirements, the performance assessment concern direction to discover the training needs of the enterprise. The company's current strategy is to expand its market, to carry

out geological disaster management and engineering design business, and to become a leading enterprise in the industry. The current training system is unable to meet the strategic needs.

(2) Company Zhengtai Group Co., Ltd lacks a fixed training system, and the phenomenon of homogenization of internal training is serious, and targeted training plans are not formulated according to the different needs of personnel. The encouragement policies introduced by the company, such as "on encouraging employees to study for on-the-job postgraduates" and "on encouraging employees to take the corresponding job titles and professional qualification examinations", are only attractive and motivating to those engaged in geotechnical engineering construction, and the documents only provide moderate reimbursement of tuition fees for geotechnical and other professional employees and give employees the corresponding certificate usage fees. Company Zhengtai Group Co., Ltd neglected the training needs of staff in market development, financial management and company management, and discouraged the training of staff in other professions and trades, which prevented the relevant staff from improving their abilities and meeting the company's strategic development needs.

(3) Company Zhengtai Group Co., Ltd training is not foreseeable, not the combination of corporate strategic planning and personal future development, employees feel that they are not valued by the company, non-company key employees, to combat staff motivation and stability.

(4) R's training lacks evaluation and feedback links, and has not established a scientific training effect evaluation system, which cannot objectively and comprehensively evaluate the real role of training. The lack of feedback link is a lack of reference for the development of future training work.

(5) Lack of career development planning for employees and no design of promotion routes for employees. There is a lack of effective feedback and communication between the strategic goals of the company and the personal career development goals of employees, and the company lacks guidance on the development of employees' abilities and personal development.

4.4.4 Performance appraisal has a single purpose and the appraisal lacks systematic and holistic nature

Company Zhengtai Group Co., Ltd's current appraisal is formal, the basic work is weak, the appraisal index is not relevant to the company's strategic needs, the appraisal cannot motivate employees to produce high performance, cannot promote employees to achieve more than the job requirements, employees do not understand the performance appraisal very clearly and are not sure what the focus of their appraisal is, they have not received performance interviews and performance counselling, no detailed, complete and standardised performance appraisal and implementation The management system has not formed a detailed, complete and standardised performance appraisal and implementation system, and the credibility and validity of the appraisal is not high. Specific problems are reflected in.

(1) State-owned enterprises inherent appraisal disadvantages, the lack of standardization of indicators, assessment standards are not uniform, the merits of the staff only by the leadership feeling, the end result is that you, I good, everyone good.

(2) The performance appraisal does not have specific quantifiable and operable appraisal indicators, and the appraisal indicators are not designed differently according to different businesses and positions. As a building construction company, the assessment of engineering employees should be differentiated from internal management and other personnel; the assessment indexes of core employees should be different from those of general employees.

(3) The performance appraisal period is too long, and it is only used as the basis for the allocation of departmental bonuses and company advancement at the end of the year. The staff assessment subject is single and the performance appraisal results are decided by the departmental leader alone, resulting in the staff trying to perform near the end of the year, which tends to produce a proximate cause effect and fails to achieve the effect of improving the work quality of the staff and improving the efficiency of the company.

(4) Appraisals do not form an organic whole, and very few departments have performance interviews and improvement guidance.

4.4.5 Unreasonable structure of staff remuneration and benefits

The company's existing compensation and benefits system is unable to retain the company's core staff, enhance staff motivation and promote the achievement of the company's strategic objectives.

(1) The remuneration model is still relatively traditional, with relatively simple content and form, and no distinctive salary system has been set up for different positions.

(2) No scientific job evaluation to distinguish the company's core talent: The company did not conduct scientific and reasonable job analysis, and did not evaluate and develop a reasonable remuneration system for job tasks and responsibilities, the skills required to complete the job, the relative value of the job to the achievement of the organization's overall objectives, and the work environment and risks.

(3) Lack of incentive in the remuneration system: As a state-owned enterprise, Company Zhengtai Group Co., Ltd, from the perspective of supporting people and maintaining the stability of the workforce, follows the pot-luck distribution method, which is the same for more and less work, and the same for good and bad work, and cannot reflect fairness and incentive. The main difference in pay for employees is the job pay and incentive performance, but the job pay is mainly based on the length of service and experience of employees, and does not reflect the degree of effort and ability of employees in their work. Incentive performance pay lacks quantitative assessment indicators for employees' working ability, making the pay distribution without assessment support and losing the incentive effect.

(4) The design of benefits is monotonous, and the benefits are holiday payments and communication and transportation allowances, and the amounts are small and unattractive to meet the needs of employees.

4.5 Causes of human resource management problems in Company Zhengtai Group Co., Ltd

The main reasons for the company's human resource management problems are the following.

(1) The concept of enterprise human resources management is backward, the company's top management does not pay enough attention to human resources management work, the leadership emphasizes market development, technology development, light on human resources management. The company's human resources

management still remains at the stage of personnel management, failing to establish an effective human resources development and utilization investment guarantee system, and failing to raise the company's human resources management work to the level of corporate strategy.

(2) Lack of professional human resources management personnel. The company's human resources management personnel are not professional counterparts, have limited understanding of the modern human resources management system, human resources management basically stays on the processing of transactional work, lack of modern human resources management system ideas, lack of dynamic for human resources management awareness, can not be effective management and development of employees, can not support the corporate strategy.

(3) There is a large gap between human resources management and the strategic objectives of the company, and there is a lack of a systematic and complete human resources management system. According to the survey results, except for the relevant comrades in charge of minutes of meetings in the company's operation department and comprehensive department who know the company's strategic tasks, 70% of the company's ordinary employees do not know what the company's strategy is, and their daily work is mainly assigned by listening to their leaders' arrangements. A considerable number of employees are not clear about their career planning and future, and are not clear about which aspect the company needs them to improve their abilities.

(4) The leaders of state-owned companies have serious good old-fashioned of thinking, the company lacks execution and discipline, and employees are obviously muddling through and relying on the idea of a pot of rice.

4.6 The development of Zhengtai Group Co., Ltd's human resources strategy

4.6.1 Human Resources SWOT Analysis

SWOT analysis is a strategic analysis method that combines relevant strengths, weaknesses, opportunities and threats in a comprehensive way. In the analysis, all internal factors, i.e. strengths and weaknesses, should be brought together, and then these factors should be evaluated with external forces, i.e. opportunities and threats. By conducting a SWOT analysis of Zhengtai Group Co., Ltd's human resources, it allows

the company to focus its limited resources on its strengths and where there are more opportunities, making the choice of human resources strategy clearer.

Strengths(S): As an old building construction company in Jiangsu Province, Company Zhengtai Group Co., Ltd has been working in the Jiangsu area for more than 20 years and has a certain degree of popularity and influence, which is attractive for staff recruitment. State-owned enterprise with better financial situation is more formal management. As a professional subcontracting unit, it has obtained the first-class qualification for foundation construction and Grade A advantage for geological disaster management, and has certain advantages in terms of qualification.

Weaknesses (W): Compared with companies in the same industry, Company Zhengtai Group Co., Ltd has a large total number of employees, but the structure of human resources is unreasonable, with many redundant employees and structural contradictions, many ordinary employees and few high-quality personnel; the age structure of personnel is unreasonable, on the older side, and there is a fault in the construction of the talent ladder; the lack of high-quality management personnel, unable to provide strong management support for the company. These are the disadvantages of Company Zhengtai Group Co., Ltd's human resources, which affect the effectiveness of human resources management.

Opportunity (O): The country has put forward the Belt and Road Plan, encouraged the construction of projects such as sponge cities, comprehensive pipe corridors and the renovation of old districts, which are new development and pioneering opportunities as a related business enterprise. The company's leaders have gradually realised the importance of aligning human resources strategy with the company's strategy, attaching importance to core talents and human resources strategy. Industry barriers have increased and intensified market competition has forced small-scale companies out of the market, releasing a certain number of business talents. The company is transforming and upgrading on the basis of its original business and is supported by local government policies.

Threat (T): Increasing competition in the market, the gradual entry of building construction turnkey units into the subcontracting market and the intensification of competition for core talent among peers.

Table 4.1 SWOT analysis of human resources at R

(SO) Growth	(ST) Differential
(WO) Reformed	(WT) Defensive

Combining the company's strategic objectives with the internal and external environment in which the company's human resources are located, it was decided to choose a growth-oriented human resources development strategy, which is manifested in the following.

(1) To increase investment in human resource construction and management with the help of financial and policy support while taking advantage of its own resources.

(2) Using the new human resource management strategy to seize favourable external opportunities, improve the human resource management system and improve the human resource structure of the enterprise.

(3) Attracting more high quality talents to join the company, especially talents in the company's main geotechnical foundation profession and the company's key development of geological disaster management and design, expanding the team and quality of market expansion personnel, expanding the reserve and training of innovative research talents for the enterprise, expanding the competitive advantage of the enterprise, and thus enhancing the market share of the enterprise. The growth-oriented human resources strategy requires an all-round investigation and assessment of all positions in the company, the gradual completion of job setting, job descriptions, job analysis and staffing approval, the formulation of long-term human resources demand planning, and the eventual formation of a talent system that attracts high-level talent externally, cultivates and taps internal talent, and optimizes the overall staff structure and employment mechanism. Set up staff rotation and transfer system, according to the company's talent development needs and staff development interests, the staff rotation, transfer and other internal mobility to form a corresponding system to eliminate internal staff mobility barriers. Develop effective staff training and reward policies; scientifically analyze the value of positions, develop a competitive external and fair internal salary distribution method, establish a career management system for staff that matches the company's development strategy, and create a corporate culture that makes staff happy.

4.6.2 Company Zhengtai Group Co., Ltd's strategic HR objectives and key issues

1. Human Resources Strategic Objectives

According to the current situation of human resources in R and in line with the company's development strategy, the strategic objectives of R's human resources were determined to be

To provide human resources support and guarantee for the achievement of the company's strategic objectives, strengthen human resources management, build a complete human resources management framework, develop a human resources strategy that meets the company's strategic development requirements, provide both quantitative and qualitative support and guarantee for the development of the company, do a good job of training and reserving professional talents, allocate talents reasonably, fully mobilize and give full play to the subjective initiative of employees, improve The company will also do a good job in career planning, so that the company and the staff can get long-term benefits and development.

The specific objectives are

(1) Optimize the age, culture and professional structure of personnel to form a staff structure that meets the company's strategic development needs. It is expected that by 2020, young and middle-aged people will account for 60% of the total number of employees in the company and the company's vitality will be enhanced. Through the introduction of talents and encouragement of on-the-job training and other methods, we will improve the educational level of employees, so that employees with graduate degrees and above will account for 12% of the total number of employees in the company, employees with bachelor's degrees will reach 45% of the total number of employees in the company, the proportion of employees with college degrees will remain unchanged, and the proportion of employees with secondary school degrees and below will be reduced. We make full use of external human resources, actively communicate and cooperate with universities such as NTU, Dongda University, NTU and Hohai University to form targeted training relationships for core professional talents in geotechnical engineering, structural design and environmental management, and stabilize the supply channels for enterprise personnel, so that personnel replenishment becomes more and more timely and the quality level of personnel is constantly improved, so that the company has a rich strategic reserve of human resources.

(2) Vigorously improve the professional ability and quality of the company's staff and cultivate technical leaders in their industries. By 2020, the comprehensive quality

of R's cadre will be further strengthened, the proportion of the company's staff with senior technical titles will reach 20% of the total number of staff, and there will be 1-2 technical leaders in the industry.

(3) Gradually form a scientific and rational human resource management system, establish a reserve pool of R's reserve talents, improve the utilisation rate of human resources, reduce the staff turnover rate to 5%, increase the efficiency of existing staff units by more than 30%, and form a human resource management model that meets the company's strategic development needs.

(4) Establishing a learning organisation and realising the common development of the company and its employees. Through the company's strategy and corporate culture guidelines, with the help of training and development, career design and other means, to achieve the company's unity, employees and the enterprise with the development of the situation.

2. Key issues in achieving strategic HR objectives

In view of the high staff turnover rate, unreasonable staff structure and lack of high quality and composite talents encountered by the company, the key issue of the company's human resources strategy is how to do a good job of human resources planning, improve the quality of staff, improve the staff structure and actively introduce and reserve strategic talents, so as to safeguard R's leading position in the market in Jiangsu Province and establish a quality brand image in the national construction field. To strengthen staff training at all levels, strengthen the talent ladder, enhance the technical strength of construction and other business areas, and strengthen the competitiveness of the company. To establish an effective staff motivation mechanism and career planning to effectively recognise and motivate staff, improve staff satisfaction and achieve common development between staff and the company.

4.7 Implementation of Zhengtai Group Co., Ltd's HR strategy

The basic content of the HR strategy also includes the formulation of corresponding policies and measures. The strategy can only be truly implemented if it is translated into HR management policies and practices; only by implementing HR management plans that go along with the strategy can the correct implementation of the HR strategy be guaranteed and the strategic development goals of the company be ultimately achieved. This chapter will look at the acquisition, retention, development

and reduction of HD's human resources to implement the company's human resources strategy.

Recruitment in the strategic sense of human resources is the process of developing a human resources recruitment plan from a strategic perspective, establishing a complete recruitment workflow system, and achieving recruitment objectives through a complete recruitment system, so that the recruited personnel can adapt to the development of the company as soon as possible and can serve the company in the long term. According to the corporate strategy, Company Zhengtai Group Co., Ltd lacks high quality management personnel, industry leaders and senior technical personnel, where these people come from, how to recruit them, whether the recruiters are professional enough and understand the needs of the position, and whether they can correctly assess the fit between the position and the candidate, are all issues that should be improved in the existing recruitment system. In the context of R's growth-oriented HR strategy model, define the company's HR acquisition plan.

4.7.1 Innovative Talent Introduction Mechanism and Optimised Talent Introduction Policy

The company needs to formulate scientific and standardized recruitment and selection procedures for talents, reasonably introduce the talents required for the development of the enterprise, increase the introduction of high-level talents, and give corresponding preferential policies for the introduction of high-level talents to join the company. The company will provide an interest-free loan of 80,000 and 50,000 respectively to employees with a master's degree or a bachelor's degree who have a need to purchase a house in the local area. We provide a comfortable working and living environment for our employees. For those who have just come to the company and do not have a place to live temporarily, the company will rent a room and arrange for them to move in, so as to improve their satisfaction. For those who have started a family after coming to the company, we will give them a red packet of RMB 8,000 in the name of the company to celebrate their new marriage. Strengthen the training of employees, and form counterpart training units with relevant universities, so as to enhance the technical innovation capacity of enterprises and improve the quality of their talents; not only to achieve the often said "career, treatment, emotional" three aspects to retain people, but also to achieve values within the enterprise to retain people's organizational atmosphere, to provide employees with opportunities and space for development and upward

mobility. To give employees the opportunity to participate in the management of the company and to enhance their sense of ownership.

4.7.2 Revisit corporate strategy, processes and organizational set-up

The recruitment process is carried out from a strategic human resources perspective, which requires a review of corporate strategy, processes and organizational settings, a reorganization of job information and a job analysis. The current corporate strategy focuses on market expansion and the development of new businesses in geological disaster management and geotechnical construction design while stabilising the inherent geotechnical foundation treatment business. The company needs to reorganize its organizational structure on the basis of a clear strategic focus, understand the current situation of the personnel in each position and revise the job settings. In accordance with the company's strategy, the company will set up a new design department and a geological disaster division to engage in geotechnical construction design and geological disaster management, construction and assessment, and establish a branch in southern Jiangsu and a branch in Shanghai to expand the market in the corresponding regions.

4.7.3 Develop an open and transparent recruitment policy and improve the staff recruitment process

The recruitment policy must be transparent and open to avoid the inherent common problem that exists as a state-owned enterprise, where there is a reliance on administrative relations to add to the congestion and set people up for the post.

(1) Develop an annual recruitment plan: the department heads work with the Human Resources Department to develop recruitment targets and plans, and the Human Resources Department combines corporate strategy with the existing human resource situation to develop an annual corporate recruitment plan.

(2) Release recruitment information and do a good job of talent screening. According to the company's recruitment needs, for the newly established ground disaster division, the design department, the upper branch, and the general staff of the southern branch of Suzhou, the company decided to first publish recruitment notices on the internal platform to clarify the recruitment needs and encourage internal staff to apply. Internally selected staffs have the advantages of small cultural differences, smooth communication and low cost. In the event that the recruitment needs could not

be met internally, external social recruitment was then undertaken. Leaders and senior technical staff for newly established departments are obtained through peer referrals, headhunting and other contact channels. During the initial selection stage, the focus is on whether the basic requirements of the candidates match those of the company, and during the retest, different assessment tools are selected to assess the employees in various aspects according to different positions. In addition to paying attention to the degree of match between the candidate and the position, we should also pay attention to whether the candidate's values are in line with the company and whether the development expectations are consistent with the company, so as to ensure the recruitment of suitable candidates and reduce the turnover rate to ensure the stability of the staff team.

(3) Pay attention to recruitment details. Provide professional training to recruiters and improve their professionalism. The interview time should be reasonably arranged, and attention needs to be paid to the culling of interviewers, the interview environment and the setting of interview questions to maintain the professionalism of the recruitment process and use recruitment as a window for corporate publicity.

(4) Staff hiring configuration. After the screening of personnel, the manager of the Human Resources Department, the manager of the demand department and the senior management of the company jointly decide on the list of accepted personnel and make hiring decisions. The Human Resources Department issues a hiring notice, handles the relevant hiring procedures and signs the employment contract, and allocates the staff to the required positions.

(5) Recruitment evaluation. Evaluation is each of recruitment conducive to improving the quality of HR recruitment. A recruitment assessment team consisting of leaders in charge at all levels, the Human Resources Department and the demand department is set up to assess the cost effectiveness of recruitment, whether the candidates meet the needs of the position and the recruitment acceptance rate.

HD needs to implement the strategy of "strengthening the enterprise with talents", formulate strategic human resources recruitment policies, create an organizational environment conducive to the growth of talents, make human resources allocation work from a strategic perspective, optimise the combination of the existing personnel's academic structure and age structure, pay attention to the core talents required for the development of the enterprise such as management, technology and marketing, etc. We need to pay attention to the introduction of core talents such as management, technology

and marketing needed for the development of the enterprise, increase the dismissal of employees who violate rules and regulations, reduce surplus staff, enhance the sense of responsibility and crisis of employees, and provide human resources support and guarantee for the sustainable and healthy development of the company.

4.8 Human resource development at Zhengtai Group Co., Ltd

4.8.1 Structuring R's human resource training and development policy

Company Zhengtai Group Co., Ltd has now defined a growth-oriented human resources strategy. In order to effectively implement this strategy, it is necessary to form a long-term human resources training and development system within the company, to strengthen staff training and to emphasise the importance of training. It is important to integrate the company's reality with its corporate strategy and human resources strategy, to develop and train the company's existing human resources systematically, and to link training needs to the company's strategic objectives. According to the strategic requirements of R, the company will further expand the geotechnical market, but the current situation is the lack of first-class builders and other high-quality personnel, it is necessary to take corresponding strategies to strengthen the training and training of this part of the staff. The same applies to highly qualified management and market development staff. The training needs are subdivided to ensure that the company's strategy requires the quality and quantity of human resources. To achieve the strategic objectives of human resources, it is necessary to pay attention to the career planning of employees, to consider their own development needs and to combine the future development of the company with the personal development of the employees. R has to establish a strategic human resources development and training system in the following areas.

First: Develop a training process that is in line with R's actual strategic objectives and human resource development strategy.

Second: Defining the principles of training for R's personnel

(1) The principle of training for the whole staff. In view of the current problem of geotechnical personnel being the subject of training in Company Zhengtai Group Co., Ltd, Company Zhengtai Group Co., Ltd should have a plan and step-by-step training for all departments, all levels and all types of staff in the company to improve the quality of all staff.

(2) The principle of focusing on training. In view of the fact that 90% of the middle and senior managers of R are technically specialized and have a low level of management, we should focus on training excellent managers, cultivating their strategic vision and making them familiar with the application of relevant economic laws and business rules. This can be achieved through further training such as MBA and peer exchanges. In response to the problem that R has no industry leaders and highly skilled technicians, we should strengthen the training of the company's technical backbone and technically responsible personnel, improve their professional skills and comprehensive capabilities, and train them to become industry elites.

(3) Positive incentive principle: In order to improve the effectiveness and participation in training, R should link training with staff promotion, rewards and punishments, salaries and benefits, etc., so as to change passive training into active training and improve the motivation of R's staff to participate in training.

(4) Focus on the principle of different individual needs: Company Zhengtai Group Co., Ltd should be based on individual differences in staff, according to the material, to play the strengths, to avoid shortcomings, where the post, the job level of the different to the company's human resources training work.

(5) The principle of the pursuit of effectiveness: the HR training plan formulated by R must be comprehensive and well thought out in order to make HR training have practical effects, which is also the key principle of the success of the company's HR training work. Thirdly. The aspects that should be noted in the construction of the training system of Company Zhengtai Group Co., Ltd

(1). All departments should assist in supporting and taking responsibility for training, putting the work in place and assigning responsibility to individuals. In this way, human resources training can be put into practice and a human resources training system can be truly established.

(2). Establish a perfect training quality tracking system, Company Zhengtai Group Co., Ltd's human resources management department will keep the training assessment results in a special personnel management file, follow up on the work situation, work attitude and business level of employees who return to their posts, ask colleagues and supervisors of participating employees to confirm the effectiveness of training and identify problems in training.

Company Zhengtai Group Co., Ltd should develop its own training characteristics according to the actual situation of the company. For example, establish a training fund

account and divide the annual training funds into two parts, one for the company's training fund account and the other for the employees' personal training fund account. According to the post salary of the employee's post, the post's demand for training and the employee's performance in the previous year, a training fee payment range (3%-6% of the monthly post salary) is set up for the employee, and the employee can voluntarily choose the amount of the annual training fee payment within this range, such as the post salary of the head of the human resources department is 3000 per month, combined with the training demand and the comrade's performance in the previous year. The company will supplement this amount by 3 times the training amount, multiplying the amount by 12, thus serving as the employee's training fund for the year, and the training fund can be accumulated year by year, thus encouraging employees to actively participate in training. Training fund, part of it is used to pay for the training arranged by the company, and the other part can be chosen and arranged by the staff independently, but there is an upper limit, the upper limit is generally 60%, and the staff training application needs to be approved by the superior leadership and recorded by the human resources department, which needs to indicate the participation project, the training unit, the training course arrangement, the training place, whether the training obtains the certificate, etc. In addition to the training funds to ensure, different positions and levels of staff can be given different training leave, such as 3 days for ordinary employees and 5 days for middle-level backbone. For the core talents required by the company's strategy, such as first-class builders, registered geotechnical engineers, design staff, senior management personnel, market development personnel, etc., the company should emphasise the guiding and encouraging nature of the policy when formulating the training policy. For example, for employees who have obtained the first-class construction engineer and registered geotechnical engineer after training, the company will give a certain amount of certificate usage fee every year, in addition to linking whether to participate in the training and obtain the certificate with the promotion of personnel, so as to encourage relevant personnel to participate in the training and improve the technical content of Company Zhengtai Group Co., Ltd's personnel. For the relevant management personnel and market development personnel needed, the company should not only explicitly mention in the training policy to contact and cooperate with relevant universities, encourage eligible personnel to participate in training and further study, enhance the enthusiasm of personnel training, and effectively increase the company's strategic reserve of human resources. For the company's human

resources strategic objectives to enhance the efficiency and efficiency of human resources, we should strengthen the training of personnel's work attitude and emphasise the assessment of behaviour and work effectiveness, so that the training and development of staff can truly form a closed loop, and through training to achieve the enterprise's human resources strategy to enhance the quality of human resources, cultivate the technical leaders in the industry, and establish a learning organization, so as to ensure the This will ensure the realisation of the company's strategy.

It is important to note that in order to avoid "people and money" and to ensure that the training talent is used for the company in the long term, it is necessary to sign a training service agreement, generally the company's training account to contribute 3,500RMB, you need to sign a one-year service agreement, and so on, so as to be bound and to protect the effectiveness of the use of the company's training fund.

4.8.2 Good career planning

Growth-oriented human resources strategy needs to be combined with the strategic objectives of enterprise development to clarify personnel career development route, set up a perfect human resources career planning for employees, combined with career planning development needs to carry out training work, to let employees see their own future, to ensure the quality of human resources to steadily improve, to provide human resources support for the achievement of corporate strategic objectives.

Company Zhengtai Group Co., Ltd should combine training with career planning for its employees. As a building construction company, it should break the single administrative job promotion channel, encourage employees to take the technical development route and set up a variety of talent development systems.

One is the technical route, including engineering technology, political work and economic management, engineering technology promotion roadmap for staff level - assistant engineer - engineer - senior engineer - professorial engineer; political and ideological work route, for staff level - assistant political engineer - political engineer - senior political engineer - senior engineer; economic management route: promotion roadmap for staff level - assistant economist - economist - senior economist - positive Senior Economist. Technical route employees are divided into five layers, each layer is divided into ten levels, according to the promotion of employees in the layer, according to the staff in the layer of years of grading; two for the work skills route, for logistics, plumbers and electricians can take this kind of route, along the junior worker -

intermediate worker - senior worker - technician - senior technician route development; for the work skills route employees, also according to the same technical route for the graded management of the layers; three for the manager route, divided into one to ten levels, subdivided by competence and hierarchy.

In order to reduce staff turnover, maintain the stability of the workforce and make the company grow with its employees, Company Zhengtai Group Co., Ltd needs to make efforts to create a career development atmosphere for its employees, to understand the development aspirations of employees, to understand the career planning characteristics of employees at different stages and to help them design practical career plans. For employees who have just graduated from school and entered the workplace, most of them are in the stage of tentative selection of their own careers, for this part of the staff Company Zhengtai Group Co., Ltd should encourage them to find their own career aspirations through the way of rotation. For employees with 5-12 years of service, most of them have gradually established their own career development direction and have formulated their own career development plans. Company Zhengtai Group Co., Ltd establishes a promotion chart for employees at this stage and arranges challenging jobs and tasks in terms of their skills and career development. For employees with 13-20 years of service or more, most of them want to make significant progress in the career direction they have already established and pursue their

At the peak of their careers, Zhengtai Group Co., Ltd should strengthen the training of these employees to make them elite in their respective fields. For employees with more than 25 years of service and in the later stages of their careers, who are concerned about the status and achievements they have achieved, R should pay attention to the health and wellness of these employees.

The book club will set up a convenor to recommend books to the staff every week, and also to discuss the contents of the books together to form a learning atmosphere.

In conclusion, the training and development strategy in the strategic management of human resources of R must be based on the corporate strategy and the actual situation of the company, guided by the theory of strategic management of human resources, on the basis of an inventory of the skills level of the current staff and testing combined with the individual career planning of employees, to find suitable training needs, so as to target the development of the curriculum, and then choose the appropriate form of delivery and In order to ensure the effectiveness of the training, it is necessary to carry out a follow-up assessment of the training effect, so as to generate new training needs.

It is also important to emphasise that the training of employees should be based on the corporate culture, so that employees can identify with the corporate culture and corporate strategy, and to cultivate the loyalty of talents to the company.

4.9 HR maintenance at Zhengtai Group Co., Ltd

4.9.1 Improving R's performance management policy

The strategic performance management of human resources in Company Zhengtai Group Co., Ltd aims to continuously improve the competency of employees and departments, and ultimately to gradually promote the process of achieving the company's strategic objectives. The core of HR strategic performance management is to adopt the goal management method to decompose the strategic objectives of the company at all levels of departments and employees and transform them into employee performance objectives. HR performance management is a process of management cycle, which consists of performance planning, performance coaching, performance appraisal, performance feedback and performance improvement. After combing through the corporate development strategy and goal aggregation on all levels of departmental observation, interviews and summary analysis of the results, the company's performance management policy is formulated in conjunction with the current actual situation of the company.

Company Zhengtai Group Co., Ltd's performance management policies are specifically.

Establish a performance appraisal team, which is headed by the general manager of the company, with the leaders of each department and the human resources department as deputy leaders, and the leaders of each functional department and staff representatives as members, and clarify the responsibilities of the members of the appraisal team. The strategic objectives of the company are decomposed to each department, and each department is decomposed to each employee to determine the appraisal objectives. Standardise the appraisal process: After the performance appraisal objectives are confirmed, the management cycle of performance planning, performance coaching, performance appraisal, performance feedback and performance improvement is used to continuously improve the quality of employee and organizational competency. Designing performance appraisal content: The appraisal content mainly includes two aspects, one is the completion of individual performance from the decomposition of the

total strategic objectives, i.e. the assessment of employees' work results. As a building construction company, Company Zhengtai Group Co., Ltd uses different performance management tools for different types of work and work nature of employees. The KPI indicators are derived from the company's strategic objectives and job responsibilities, and in order to ensure controllable performance and target achievement, the assessment method is based on the target plan and supplemented by job responsibilities. The engineering project department, as the core business segment of Company Zhengtai Group Co., Ltd, adopts the assessment method of compulsory distribution method for project managers, first-line construction personnel, project managers and other employees. For the middle and senior leaders, the Balanced Scorecard (BSC) method is used to assess the five aspects of team building, finance, customers, internal processes and learning and growth, so as to ultimately realize Company Zhengtai Group Co., Ltd's strategy and achieve the goal of mutual growth between the company and its employees.

Performance implementation, which also includes performance feedback, is implemented by the appraisal team, which is headed by the leaders of each department, who are responsible for the performance appraisal-related work of their department, focusing on performance feedback and coaching, collecting questions and suggestions so as to adjust the appraisal scheme in a timely manner and help employees better accomplish their performance appraisal goals.

Perform improve and results announceme is the performance appraisal adheres to the principle of seeking truth from facts, openness and transparency. The results of the performance appraisal are first publicised within each department, and employees who have objections to the results first communicate with their direct supervisors to understand the reasons for their scores. If the results cannot be communicated satisfactorily, the staff will appeal to the human resources department for investigation and coordination, and the final results will be reported to the divisional leaders of each department to determine the final assessment results, which will be announced throughout the company.

Linking the result of performance appraisals to HR for staff promotion, job adjustment, training, triage, dismissal and other human resource allocation decisions, this is optimising the HR management system.

Company Zhengtai Group Co., Ltd as a construction enterprise, the engineering department is the company's key assessment unit, the main considerations for the engineering department staff to use mandatory allocation assessment methods are: the

company as a state-owned building construction enterprise, over the years the staff "wait and see" mode of thinking solidified, the market economy is not strong in the concept of more work and more reward; prickly personnel exist, business leaders have been Take the good old-fashioned management approach, the final is you good I good everyone good, there is no one can really open the gap between the assessment results. Nowadays, we adopt the assessment and management method of compulsory distribution, after receiving the project, firstly, the project manager announces the type of work needed for the project, the number of personnel and the duties of the post, and the personnel of the engineering department participate in the competition, the project manager and the technology are responsible for choosing the personnel needed for the project, and the personnel who are not chosen enter the inter-project period (the employees of the inter-project period are only paid the basic salary). By the project manager to participate in the project personnel assessment, according to 20% excellent, 35% good, 35% qualified, 10% of the last proportion of the personnel assessment division, all assessment results are publicized. Multiple times into the last 10% of the proportion of employees is likely to get the following results, the project began, there is no a project manager with the technical responsible for the selection of his, will repeatedly become a gap period employees, income will be reduced; and can not participate in the project, there is no relevant performance, career route promotion years elongated, affecting the title assessment, treatment and a series of matters; after receiving performance interviews, the employee will participate in training and transfer After receiving the performance interview, the employee will attend training and transfer to another job, which will eventually lead to dismissal from the company, thus stimulating the employee to change his or her work attitude, improve his or her skills and increase income.

Performance management in HR strategy emphasises the participation of all employees, unlike traditional HR management where the HR department is solely responsible, the performance management link in HR strategic management emphasises high-level support and the full participation of the HR department, other functional departments and employees. The performance appraisal indicators are decomposed to each position and to each employee, and through the management cycle of performance planning, performance coaching, performance appraisal and performance feedback, employees are helped to clarify the obstacles in the work

process and work together with them to accomplish the performance goals, so as to achieve the strategic objectives of the enterprise.

4.9.2 Establishment of Zhengtai Group Co., Ltd's remuneration management policy

The existing remuneration management system of Company Zhengtai Group Co., Ltd, with its big pot of rice and egalitarian distribution methods, is unable to meet the requirements of the strategic development of the enterprise, resulting in a series of problems such as a decline in staff motivation, high turnover and low work efficiency. The growth-oriented human resources strategy of Company Zhengtai Group Co., Ltd is now determined. In order to achieve the strategic objectives of human resources, retain the core talents of the enterprise and enhance the motivation of employees, the salary level of core personnel must be increased to ensure that the salary level is tilted towards the core positions and core employees, and to develop a distribution system that enables high and low income and effective incentives.

(1) Clarify the remuneration principles of HD: ① The principle of combining incentives and constraints. In accordance with the requirement of consistent responsibility and rights, more work is rewarded and less work is rewarded. (2) The principle of encouraging competition and giving priority to efficiency. Employee income distribution should adhere to the principle of distribution according to the actual work assessment as the main body, combined with the coexistence of a variety of incentive assessment distribution methods, reflecting the principle of efficiency first, taking into account fairness. Remuneration should introduce competition mechanism, break the egalitarianism, implement more work, more pay and reasonably widen the gap. ③Tilt towards positions with high technical content, heavy responsibility and great contribution. ④The principle of co-ordination and balance, openness and transparency. Hidden income is strictly prohibited. ⑤ The principle of encouraging market development. Market development is an important basis for the development of the unit and the improvement of staff income. A special award for market development is set up within the unit to reward staff who have made significant contributions to market development. (6) The principle of giving priority to efficiency. The allocation of performance pay for the engineering department must be based on the target cost management system, cost accounting and performance linkage. The benefits obtained

by not implementing target cost management as required shall not be allocated for performance pay.

(2) Develop Zhengtai Group Co., Ltd 's remuneration management approach: the basic structure of remuneration consists of: basic remuneration, monthly advance performance pay, quarterly appraisal performance pay, year-end performance pay, employee benefits, etc., and help employees pay five insurance and one fund. Conduct a survey on the market salary level, based on the overall development strategy of the organization, the company has a certain popularity in Jiangsu Province and a high market position, set the salary level of core staff higher than the market average, reaching the 75th percentile level, and adopt the 50th percentile market salary level for general employees, but the welfare system and training opportunities, high provident fund and housing allowance, and annuity protection after retirement are R's employees' salary Advantages. A job evaluation system is set up to determine the level of base salary for each position in terms of the knowledge and skills required, the complexity of the job, the level of responsibility for the job, and the degree of impact on organizational objectives, i.e. to pay employees for their abilities. Emphasis is placed on bonuses above base salary, and the performance appraisal system is used to determine the level of bonuses to be paid to employees, creating a competitive atmosphere and paying employees for their performance. R is located in Nanjing, a second-tier city, but the pressure of housing prices is high, so the company pays a high proportion of housing fund and housing allowance for employees to reduce the pressure of buying a home; the company and individual parts of the housing fund are each paid at 12% of monthly wages. The company portion of the housing fund and the individual portion of the housing fund are each paid at 12% of monthly salary, while 18% of the housing allowance is paid for employees. This increases the attractiveness and motivation of the staff and is conducive to retaining talent and reducing staff turnover. As a construction enterprise, the project department personnel project is located in different regions, the environment, to give different field subsidies, the more difficult, the greater the risk of the region field subsidies, to encourage everyone out of the project, to create benefits. It should be emphasized that members of the project department pay 8% of the annual income of the project where the risk collateral, after the project settlement, the project profit in the accrual of the part belonging to the company, first of all, according to the payment of three times the risk collateral to receive the project share; other income is normally accrued according to the target cost management

system, so as to improve the responsibility of project personnel, improve the enthusiasm of personnel work, but also to form a community of interest. The team, the staff who harm the interests of the team will eventually be row. To the current stage of the company to vigorously expand business, the development of "business fee management methods", in addition to professional business personnel engaged in market development, to encourage all employees to become businessmen, whether to provide relevant bidding business information or in the company received business projects played a key role, according to the scale of the project, profits, in the region of the different accrual of certain business expenses, thereby encouraging the company's employees to play a human relations Company Zhengtai Group Co., Ltd strategy requires the development of disaster business, the development of design business, the establishment of design brand, consider the assessment and salary payment mode of these two new business departments set for independent operation, self-financing mode, in the first three years, using the company's resources and qualifications to develop the market independently to undertake business, each employee by the company according to the different education, title, length of service. Each employee is paid a basic salary of RMB 2,800-4,000 per month, and the performance part is divided into 40% of the fees received by the department for undertaking the business, and the provident fund and welfare are enjoyed equally with other staff, thus improving the business undertaking level of these two departments and encouraging the development of these two new businesses with greater autonomy.

(3) Regulate the company's welfare with a system: The company's Finance Department was tasked to take the lead in formulating a management system for basic welfare such as staff transportation, communication expenses, meal subsidies and travel expenses, which are reimbursed and costed within the given standards. A health care system is in place for employees, and an annual health check-up is arranged for employees to enhance their awareness of the importance of their health and protection, and to increase their sense of belonging to the company. Paid leave benefits are provided according to the length of service. In addition to basic benefits, employees enjoy different incentive protection benefits according to their positions and ranks, such as access to off-the-job study and training, external training, outbound travel, issuance of book cards and movie vouchers, etc., which can be freely combined in the welfare menu, emphasising the flexibility and voluntary nature of the welfare scheme. In

principle, the total amount of employee benefits to be paid out does not exceed 5% of the company's assessed net profit.

(4) Pay attention to non-economic remuneration and establish an efficient and multi-faceted incentive mechanism

As society progresses and the proportion of young employees increases, the employees of R now pursue not only material needs, but also the realization of self-worth and the encouragement of spiritual remuneration, and the company needs to focus on the role of guidance and guidance of staff behaviour by setting up advanced and exemplary models. To retain the company's core staff, it is necessary to guarantee material remuneration incentives while attaching importance to non-economic remuneration, such as setting up a talent pool and carrying out key talent training programmes, establishing an efficient and multi-faceted incentive mechanism, consulting employees when making company decisions, enhancing employee participation and increasing employee job satisfaction, thereby attracting outstanding talent and reducing staff turnover.

In conclusion, the remuneration and benefits policy under a growth-oriented human resources strategy must strengthen the incentives for employees, stimulate their motivation and creativity, must emphasise the tilting of income towards competent and contributing core employees, and require the protection of employees' long-term interests, thus enhancing the external competitiveness and cohesion of the organization, strengthening the team spirit of the organization, improving the effectiveness of remuneration costs and establishing its own employer brand.

4.10 Safeguards for the implementation of Zhengtai Group Co., Ltd 's HR strategy

The implementation of the HR strategy is the process of transforming the strategy into an implementable programme, that is, turning the HR strategy into concrete and operational HR management business activities. In order to implement the HR strategy well, it is necessary to do a good job of safeguarding the implementation of the HR strategy and coordinating the interests of the organization and individual employees, knowing that a very important element of the HR strategy is to maintain the long-term development of the company and its employees. To make full use of the organization's internal resources and do a good job of transforming the positioning of the human resources department and improving the quality of corporate human resources

managers, strengthening corporate leadership, establishing corporate culture and building human resources management information systems to support and safeguard the work.

4.10.1 The role of business leadership

To strengthen the attention of business leaders, it is important to establish the theme that HR management is the responsibility of every manager and not just the responsibility of HR management. Firstly, senior leaders must recognise that HR strategy plays a key role in achieving the strategic objectives of the company and must attach importance to the implementation of HR strategy, and a consensus must be formed throughout the company that all employees are involved in the management of HR strategy from top to bottom. Secondly, the leaders of each department should realise that the implementation of HR strategy is not only a matter for the HR department, but also requires leaders at all levels to put HR strategy on the ground and put it into practice in their practical work. The training work related to human resource management conducted for the management of the enterprise needs the participation of leaders at all levels, so as to lay the foundation for the smooth implementation of all the work of human resource strategic management.

4.10.2 Corporate Culture Guarantee

Company Zhengtai Group Co., Ltd needs to form its own distinctive corporate culture, advocating performance and innovation to provide a good cultural connotation and spiritual support for the implementation of the human resources strategy. In the actual operation of the enterprise, it is achieved in the daily work in little by little, so that the corporate culture can be carried through to the work of employees and promote the achievement of the strategic objectives of the enterprise.

(1) Trust, respect and treat every employee fairly to create a harmonious working atmosphere and enhance employees' loyalty and sense of belonging to the company.

(2) In staff recruitment and training, the requirements of corporate culture should be incorporated throughout. In recruitment interviews, employees who fit in with the company's corporate culture should be selected as far as possible, and corporate culture requirements should be implemented in training, so that corporate values can be passed on to employees and a subtle influence can be achieved on them.

(3) Emphasis on democratic management and two-way communication, providing ways for employees to participate in management, ensuring that employees are treated fairly and reasonably in various matters, and providing ways for employees to be able to participate in the management and various decisions of the enterprise.

(4) Establish a reasonable and organization-friendly team specification and build a disciplined team. In particular, each project department is a production entity of a building construction company like Zhengtai Group Co., Ltd. Each project department is a team, and the quality and duration of the work of the team is directly related to the quality of the project and the business undertaking of the enterprise in the future. The team building is standardised, and staff behaviour is regulated through the perfection of attendance, rewards and punishments, encouraging the advanced, restraining the backward, and establishing an efficient, disciplined team. Cultivate proactive, loyal and dedicated staff.

(5) To build corporate culture according to the company's own development and staff expectations, to ensure that employees have the opportunity to bring their skills and strengths into play at work, and to widely adopt various means such as job rotation, training, internal promotion and career planning to achieve self-improvement and development of employees. The company organises a series of activities such as greenery trekking, lake hiking, mountain climbing competitions, speech competitions, fun games and annual meetings every year to cultivate and mobilise employees' interests and improve their overall quality. On the other hand, Company Zhengtai Group Co., Ltd as a state-owned enterprise has the advantage of political thinking, through the central group study, party and group education and other activities as the main means of enterprise spirit cultivation and corporate culture construction. Only by forming a democratic and harmonious corporate culture can an enterprise integrate its employees, enhance their loyalty and sense of belonging to the enterprise, retain them and realise the common growth of employees and the enterprise.

4.10.3 Transforming the role of the HR department

To successfully implement its HR strategy, HRM needs to focus more on big picture issues, to understand what the company's strategy is, to stand in the perspective of the company's strategy, HRM should not only complete transactional work, but also become the company's internal consultant advisors, identifying changes that will enable employees to better contribute to the success of the business and institutionalising these

changes; helping to inform strategic decisions by senior business leaders and helping to develop employee management policies and programmes.

In order to guarantee the implementation of the HR strategy, the HRM function needs to be separated from the company's general department and an independent HR department needs to be set up and made into a strategic department. To successfully implement the HR strategy, HRM needs to pay more attention to global issues, to understand what the company's strategy is, to stand in the perspective of the company's strategy, HRM should not only complete transactional work, but also become the company's internal consultant, identify the changes that will enable employees to better contribute to the success of the company and institutionalise these changes; help the senior leadership of the company to provide strategic decision-making information and help develop employee management policies and programmes.

HR should be more focused and involved in big picture issues, helping senior management to develop and implement the organisation's long-term plans or strategies.

HR departments need to discover new ways of delivering transactional services. In a strategic HR management system, HR departments should be well versed in applying new approaches to the delivery of traditional, basic transactional HR services.

The HR department should also take on the role of change agent. Various HR issues that arise during the change process need to be identified and resolved in a timely and correct manner, ultimately ensuring the smooth implementation of the HR strategy.

4.10.4 Improving the quality of HR staff

Compared to traditional human resource management, strategic human resource management requires a higher quality of HR staff with more specialised knowledge, a strong ability to work together strategically and a certain ability to drive change.

Firstly, improve the professional competence of HR staff. The company should strengthen the training of HR staff to improve their professional knowledge and skills and enhance their mastery of professional knowledge in recruitment and selection, staff training, performance appraisal and remuneration systems.

Secondly, improvement of the strategic cooperation ability in HR staff. To strengthen the HR department employees need to be familiar with strategic planning, market, production and financial aspects, to understand corporate strategy, the operation and process of HR strategy, to take the initiative to participate in the reform of HR strategy, and to make recommendations on the company's HR strategy according

to the changes in the internal and external environment of the company. To considering issues comprehensively and offer constructive advice to achieve effective integration of HR strategy with the company's operations.

4.10.5 Establishment of HRMIS

In order to enable Company Zhengtai Group Co., Ltd to focus its human resource management on the strategic direction of development, it should introduce a human resource management information system, so that the human resource department can detach itself from the basic work and perfect the basic work through the human resource management system. Company Zhengtai Group Co., Ltd can consider establishing a human resource management information platform in cooperation with data processing companies such as Kingdee to enter employee information, assessment situation records and salary situation, so as to achieve The sharing and exchange of information on human resource management and development of the enterprise, so as to meet data processing, report generation and analysis, thereby reducing the load on the human resource department and optimising the human resource management system. Through the automatic processing of information by the HR management information system, different viewing and processing permissions are set for different levels of personnel, which can make the data more secure and accurate, and can provide support for enterprise leaders at all levels of decision-making more quickly.

Chapter 5 Conclusion and Discussion

5.1 Research findings

Through comprehensive research and analysis, this paper identifies the current situation of human resources, identifies the gaps between strategy and human resources, analyses the causes of the problems, and proposes a human resources strategy that is suitable for the strategic development of Company Zhengtai Group Co., Ltd on the premise of clarifying the company's strategic objectives. Through the formulation of the HR strategy, corresponding implementation plans and safeguards are proposed. The paper draws the following conclusions.

First, a clear understanding of the strategic objectives of the enterprise and the internal and external environment in which the enterprise operates is a prerequisite for the formulation of the human resources strategy.

The second is to find out the existing human resources situation of the enterprise, to count the quantity, quality and structure of the existing human resources of the enterprise and analyze the gap between them and the company's strategy, which is the basic work of formulating the human resources strategy.

The third is to develop a human resources strategy, which is to analyze all the company's human resources with the help of the SWOT method, to identify the company's strategic human resources objectives and key issues, and to forecast the demand and supply of human resources.

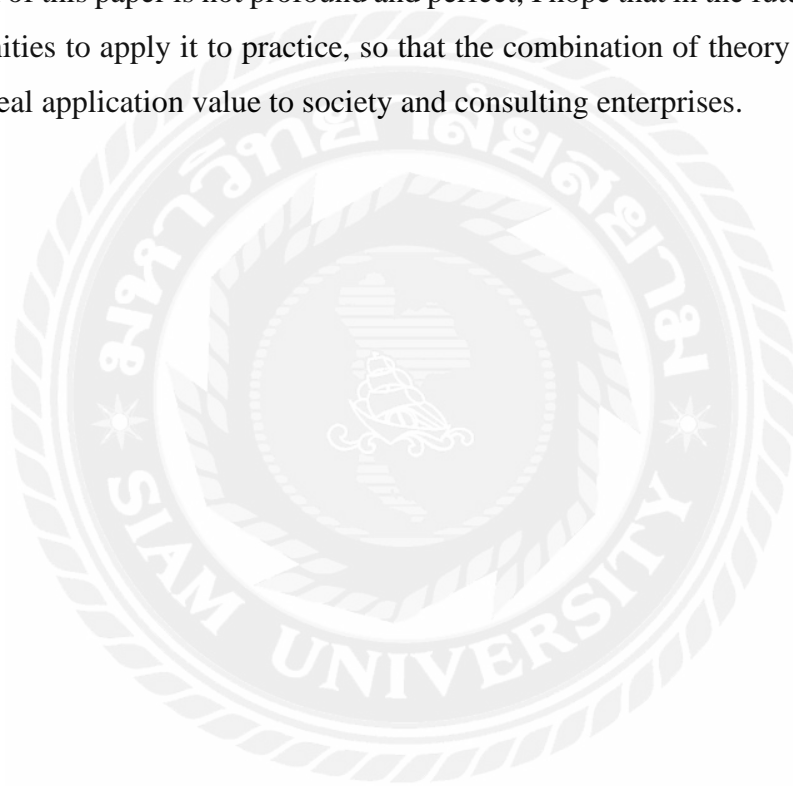
Fourthly, the company's human resource strategy is implemented through the development of human resource management policies that support the strategic objectives of the business.

Fifth, it is to do a good job in guaranteeing the work from the aspects of strengthening enterprise leadership, building enterprise culture, changing the role of human resources management department, improving the quality of human resources department staff and establishing human resources information system. Only through the implementation of the correct human resources strategy can we ultimately form a team of talents with sufficient quantity, optimal structure, excellent quality and reasonable levels, and improve the quality of staff competence and job satisfaction, and ultimately achieve the strategic goals of the enterprise.

5.2 Research discussion

This paper takes the advanced HRM-related theories as the basis and foundation of the research, and closely integrates them with the actual situation of Company Zhengtai Group Co., Ltd. It tailors the solutions to the actual problems existing in HRM of Company Zhengtai Group Co., Ltd. At the same time, this paper mainly analyses the current situation of human resource management in Company Zhengtai Group Co., Ltd and proposes effective solutions.

In summary, although certain results have been achieved in the research of this paper, but limited to the practical conditions and the lack of academic level of the author, the research of this paper is not profound and perfect, I hope that in the future there will be opportunities to apply it to practice, so that the combination of theory and practice can play a real application value to society and consulting enterprises.



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