



**A STUDY OF PROBLEMS IN HUMAN RESOURCE
MANAGEMENT OF COLLEGE PROPERTY AND
COUNTERMEASURES – A CASE STUDY OF YUNNAN
COLLEGE OF BUSINESS MANAGEMENT**

**LI JIA
6317195807**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS
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LI JIA

This Independent Study has been Approved as a Partial Fulfillment of the
Requirements for Master of Business Administration

Advisor:
(Dr. Zhang Li)

Date: 12 / 6 / 2024

.....
(Associate Professor Dr. Jomphong Mongkhonvanit)
Dean, Graduate College of Business

Date: 27 / 6 / 2024


Title: A Study of Problems in Human Resource Management of College Property and Countermeasures – A Case Study of Yunnan College of Business Management

By: Li Jia

Degree: Master of Business Administration

Major: Educational Management

Advisor:


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(Dr. Zhang Li)

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12 / 6 / 2024
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ABSTRACT

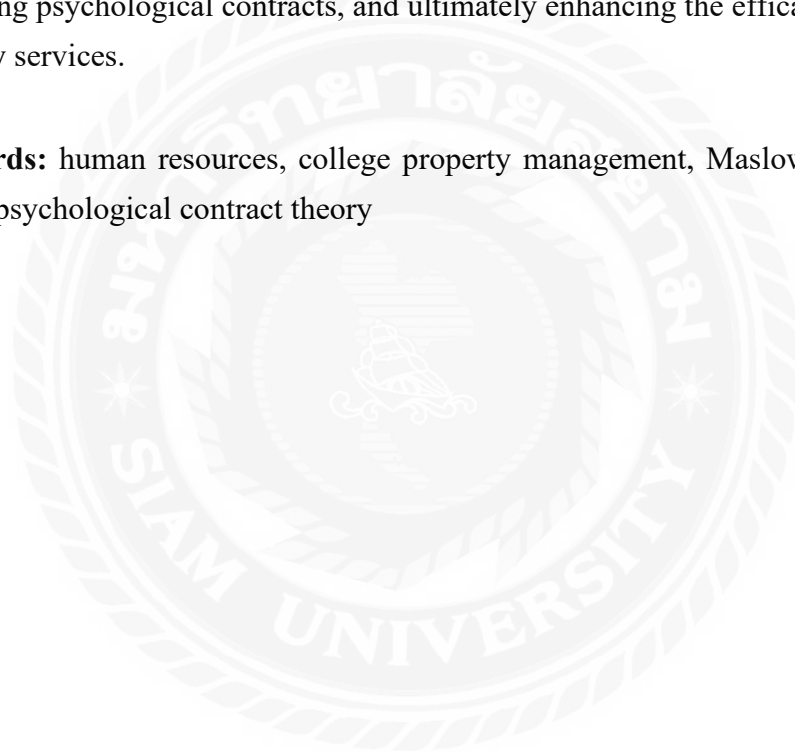
This study investigated the intricate dynamics of Human Resource Management (HRM) in university property services, using on Yunnan College of Business Management as a case study. The research was situated against the backdrop of a labor-intensive property industry with unique HRM challenges due to its specialized service audience, students and faculty. The quality of property services in many colleges is low, and many facilities and sanitation on campus are relatively poor. The study was driven by three main objectives: 1. To investigate the current situation of property management in Yunnan College of Business Management. 2. To analyze the problems existing in property management of Yunnan College of Business Management. 3. To formulate the property management countermeasures of Yunnan College of Business Management.

Based on Maslow's Hierarchy of Needs and Psychological Contract Theory, the research deployed the documentary method to unearth findings. We discovered mismatches in employee expectations and management practices, alongside varying satisfaction levels among staff. This study found that: 1) Yunnan College of Business Management is now beginning to actively promote and deepen the socialization reform of logistics and enter the stage of institutional transformation. 2) The problems existing in the college's property human resources management are mainly reflected in the

unreasonable position setting at the grassroots level of the property, the uneven service level for teachers and students, and the frequent flow of human resources in front-line positions. 3) Yunnan College of Business Management needs to continuously improve the job setting and selection system for property personnel in colleges and universities, conduct regular training based on the characteristics of property services, and incorporate teachers and students' evaluation of property services into employee assessment indicators.

The study concludes with a call to realign HRM practices with the educational mission of universities, emphasizing continuous improvement in employee satisfaction, upholding psychological contracts, and ultimately enhancing the efficacy of university property services.

Keywords: human resources, college property management, Maslow's Hierarchy of Needs, psychological contract theory

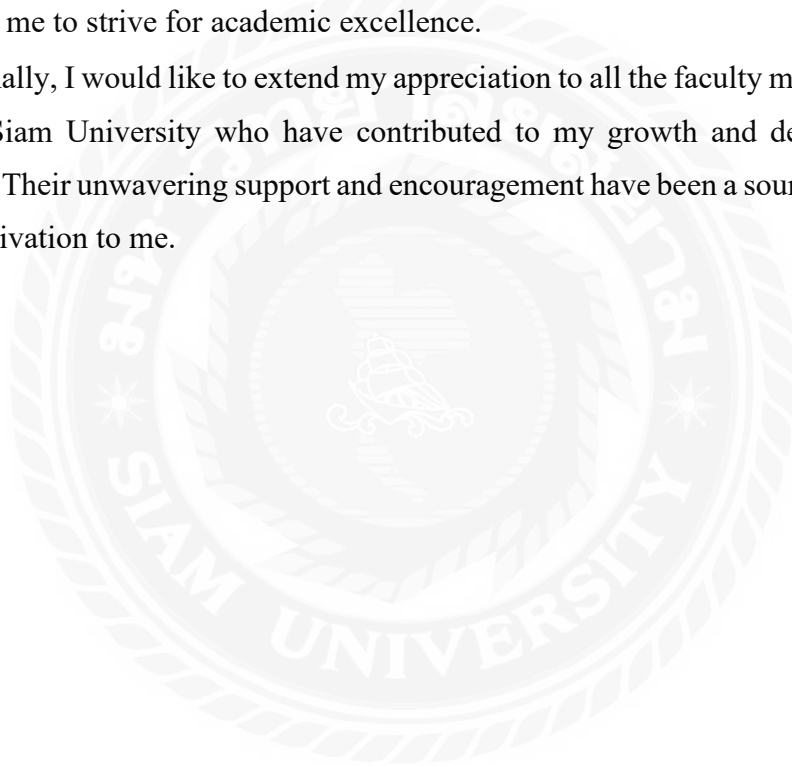


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Finally, I would like to extend my appreciation to all the faculty members and staff of the Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.



Declaration

I, LI JIA, hereby certify that the work embodied in this independent study entitled “A STUDY OF PROBLEMS IN HUMAN RESOURCE MANAGEMENT OF COLLEGE PROPERTY AND COUNTERMEASURES – A CASE STUDY OF YUNNAN COLLEGE OF BUSINESS MANAGEMENT” is result of original research and has not been submitted for a higher degree to any other university or institution.

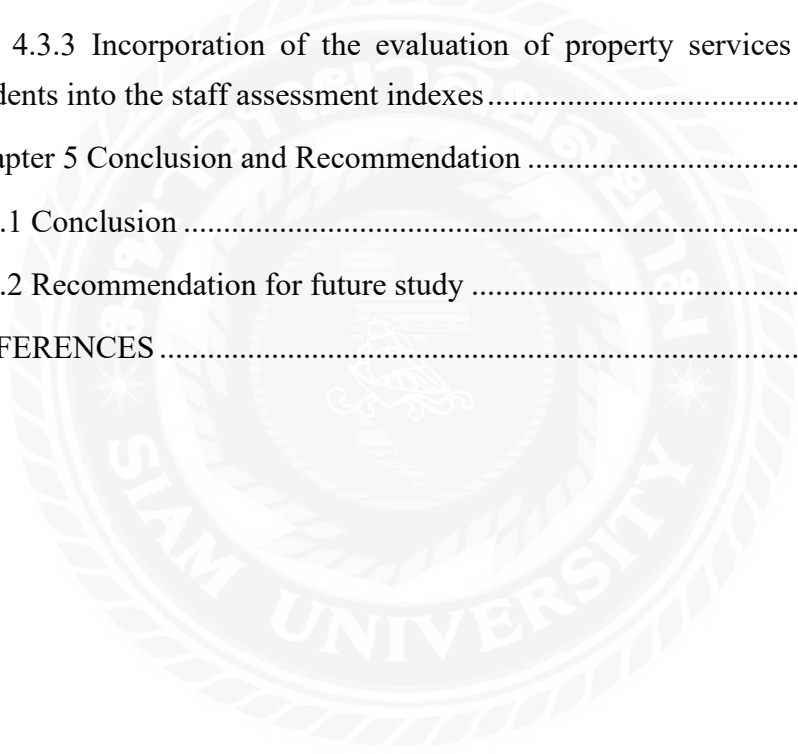


(LI JIA)
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Chapter 1 Introduction

1.1 Background of the study

The landscape of higher education, particularly in the context of universities' property management, has been increasingly recognized as a complex and multifaceted area, requiring intricate human resource strategies. This study delves into the specific challenges and potential solutions in the domain of human resource management (HRM) within the properties of universities, with a focus on Yunnan College of Business Management.

The role of HRM in educational institutions, especially in managing physical assets, is pivotal yet under-researched. As Li and Zhou (2018) emphasized, the effective management of university properties not only contributes to the financial sustainability of these institutions but also plays a crucial role in enhancing the educational environment. This is particularly relevant in the context of China's rapidly evolving educational landscape, where the management of physical resources has become increasingly complex (Wang & Liu, 2019).

Universities like Yunnan College of Business Management are faced with unique HRM challenges due to their dual role as educational institutions and as managers of significant property portfolios. Zhang et al. (2017) pointed out that the management of such properties requires a specialized workforce, skilled not only in general HRM principles but also in the specifics of property management and educational needs.

Moreover, the integration of HRM strategies in managing university properties in the Chinese context presents its own set of challenges. Cultural, regulatory, and economic factors play a significant role in shaping these strategies (Chen, 2020). For instance, the alignment of HRM practices with the overarching goals of educational excellence and financial prudence is a delicate balance that needs to be achieved (Yang, 2016).

In the Western context, there has been some exploration of similar themes. Smith and Turner (2020) in their study of European universities, highlighted the need for adaptable HRM strategies in the face of changing educational paradigms and property management needs. However, there is a gap in literature specifically addressing these issues within the Chinese context, and particularly in regional institutions like Yunnan College of Business Management.

This study, therefore, seeks to explore and identify the specific human resource management challenges faced by universities in managing their properties, using Yunnan College of Business Management as a case study. The aim is to provide a comprehensive understanding of these challenges and to propose effective countermeasures that can be applied not only in Yunnan College but also in other similar institutions.

1.2 Problems of the study

Property industry is a labor-intensive industry, the implementation of "people-oriented, service for people" service purpose. College property inherits this purpose, but also different from ordinary residential property, because the college property for the service object is a special group of college students and teachers, the need for a higher comprehensive quality of personnel requirements (Li & Zhou, 2019). However, the human resources of property service enterprises in colleges and universities are generally diversified and complicated, and the average culture of the staff is low, the professional quality is generally poor, the professional knowledge and professional skills of the college property are insufficient, the mobility of the front-line staff is relatively high, and the phenomenon of high-class talent is even more serious, and there is a lack of systematic training system for the college property, etc., which have become "bottlenecks" hindering the development of colleges and universities (Wu, 2021). "These have all become the bottlenecks that hinder the development of universities. By studying and solving these problems in human resource management of college property, it will further improve the overall management level of college property, provide service guarantee for the comprehensive development of colleges and universities, and thus help regional development and urban management (Johnson & Williams, 2018).

1.3 Objectives of the study

1. To investigate the current situation of property management in Yunnan College of Business Management.
2. To analyze the problems existing in the property management of Yunnan College of Business Management.
3. To formulate the property management countermeasures of Yunnan College of Business Management.

1.4 Scope of the study

This study focused on examining the human resource management (HRM) challenges within the property services at Yunnan College of Business Management. It aimed to analyze existing HRM practices, identify core problems, and formulate strategic countermeasures to enhance the efficiency and effectiveness of HRM in the context of college property management. Yunnan College of Business Management, located in Yunnan Province, China, was used as a representative case study for understanding the broader issues faced by similar educational institutions across the region and potentially across China.

The research delved into the integration of HRM strategies within the college property management sector. It evaluated the alignment of HRM practices with the overarching goals of educational institutions, emphasizing how these practices can support the dual role of universities as educational providers and property managers. The study covered several key areas, including the rationality of job settings for college property service providers and the evaluation of selection and recruitment processes to ensure they meet the unique needs of the college environment. Furthermore, it investigated current training practices for university property service employees, proposing methods to enhance the effectiveness of training through a combination of theoretical and practical approaches. The study also incorporated feedback from teachers and students into the staff assessment process to create a comprehensive evaluation system that accurately reflects employee performance and fosters motivation. Additionally, it explored the applicability of strategic HRM models, such as the "1 + N" training model and the Human Resources Business Partner (HRBP) approach, within the context of university property management.

This study adopted the documentary research methodology. The study provided a detailed examination of existing HRM practices and identified specific problems and potential solutions. The research captured data and practices from recent years, offering a contemporary analysis of the current state of HRM in college property management while considering future trends and recommendations for ongoing improvements. Although the study provided comprehensive insights into the HRM practices at Yunnan College of Business Management, its findings were specific to this institution and may not fully generalize to all universities. Additionally, the research was limited by the

availability of detailed internal HRM data and the willingness of staff to participate in interviews and share their experiences.

By addressing the HRM challenges in university property management, this study aimed to contribute to the broader discourse on improving the quality and efficiency of property services in higher education institutions. The findings and recommendations are intended not only for Yunnan College of Business Management but also for other universities facing similar issues, thereby enhancing the overall educational environment and operational effectiveness of these institutions.

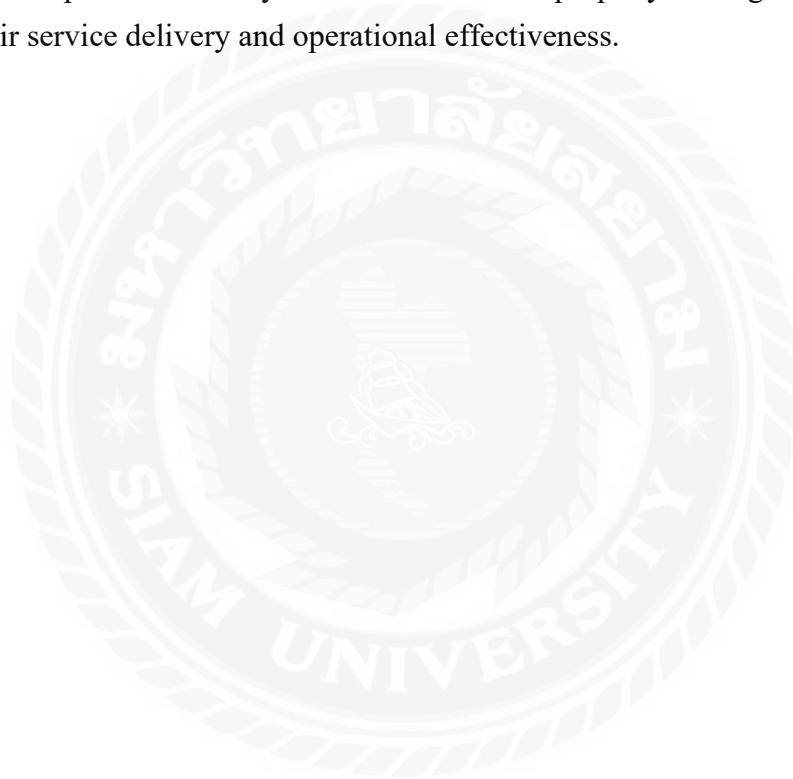
1.5 Significance of the study

The significance of this study lies in both its practical and theoretical contributions to the field of human resource management in college property services. Practically, this research provides a comprehensive analysis of the HRM challenges faced by Yunnan College of Business Management, offering valuable insights that can be applied to similar institutions across China and potentially in other regions. By identifying specific issues in job settings, recruitment processes, and training practices, the study proposes targeted countermeasures that can enhance the efficiency and effectiveness of property management. These recommendations, such as the adoption of the "1 + N" training model and the Human Resources Business Partner (HRBP) approach, are designed to optimize the allocation of human resources, improve employee satisfaction, and ultimately elevate the quality of property services provided to students and faculty.

In terms of theoretical significance, this study contributes to the existing body of knowledge on HRM by exploring the unique context of university property management. It integrates established theories such as Maslow's Hierarchy of Needs and Psychological Contract Theory, applying them to the specific challenges faced in the property management sector of higher education institutions. This application not only validates these theories in a new context but also highlights the interplay between employee motivation, job satisfaction, and organizational effectiveness. Furthermore, the research bridges the gap in literature by addressing the intersection of HRM and property management, a topic that has been underexplored, especially in the Chinese educational landscape.

The study also underscores the importance of aligning HRM practices with the educational mission of universities, emphasizing how strategic HRM can support both operational efficiency and educational excellence. By incorporating feedback from teachers and students into the assessment and incentive systems for property staff, the research advocates for a more holistic approach to performance evaluation that fosters a culture of continuous improvement and accountability.

This study not only provides actionable strategies for improving HRM practices in college property management but also enriches the theoretical framework that underpins these practices. It serves as a foundational reference for future research and offers a roadmap for university administrators and property managers seeking to enhance their service delivery and operational effectiveness.



Chapter 2 Literature Review

2.1 University property management

In a broad sense, university property is entrusted by the property owner and user, and in accordance with relevant national laws, management standards, contracts, and contracts, and uses modern management science and advanced technology to implement unified professionalization of university property by economic means. Manage (Liang, & Zhang, 2020).

In a narrow sense, the property management of colleges and universities is carried out by the college housing management department on behalf of the college (proprietor) through the selection of property management companies, and the college housing management department and the property management company will maintain the college housing and supporting facilities and equipment and related venues in accordance with the property service contract. , conservation, management, activities to maintain environmental sanitation and order (Ke, 2006).

University property management is to provide all-round, multi-level comprehensive management and service work for the college's teaching, scientific research, teachers and students' learning and life (Lu ,2018).

The functional scope of property management in colleges and universities includes the management of classroom buildings and other learning and office areas, the layout of environmental greening, college road maintenance and telephone communication, and the layout and maintenance of monitoring facilities, etc. (Wang, 2018). University property management companies have four notable characteristics, which are strong political sensitivity, prominent social sentiment, diversified surrounding environment, and significant educational function (Zhang, 2017).

2.2 Human resource management

In 1962, the American economist Theodore Schultz made a clearer interpretation of the concept of "human resources": "Manpower, like materials, capital and information, is a resource that plays a decisive role in improving productivity and developing the social economy (Johnson & Williams, 2018). Human Resource Management (HRM) refers to a series of activities under the guidance of economics

and humanistic thinking, through recruitment, selection, training, compensation and other forms of management of human resources inside and outside the organization for effective use, to meet the needs of the organization's current and future development, and to ensure that the organization's goals are achieved and the development of its members is maximized. General term (Li & Zhou, 2019).

It is the whole process of predicting the organization's human resources needs and making human resources demand plan, recruiting and selecting personnel and effective organization, evaluating performance, paying compensation and effective incentives, and combining the needs of the organization and individuals to develop effectively in order to achieve the optimal organizational performance. Three common classifications are defined as follows (Zhang, Liu, & Wang, 2017).

Definition 1: According to the requirements of the enterprise development strategy, the planned rational allocation of human resources, through the recruitment of employees, training, use, assessment, incentives, adjustments and a series of processes, mobilize the enthusiasm of employees, give full play to the potential of employees to create value for the enterprise and bring benefits to the enterprise.

Definition 2: Using modern scientific methods to conduct reasonable training, organization, and deployment of human resources, combined with certain material resources, ensures that human and material resources maintain an optimal ratio. Additionally, appropriate guidance, control, and coordination of human thoughts, psychology, and behavior are applied to fully harness the subjective initiative of individuals. This allows people to maximize their talents and achieve the best work outcomes, ensuring proper personnel allocation to achieve organizational goals.

Definition 3: The process of using scientific methods to coordinate the relationship between people and things, deal with the contradictions between people, give full play to the potential of people, so that people make the best use of their talents, get the right person, the right person, in order to achieve the organizational goals.

This paper focuses on the definition 1, combined with the characteristics of colleges and universities, focusing on the education, training, incentives and assessment system after the staff joining the establishment and improvement of the system, as well as the cultural construction of the college property enterprises, etc., and seeks to break

through the bottlenecks of the existing college property services, and ultimately achieve a higher level of campus property services.

In order to improve the quality of property services in the logistics departments of domestic institutions of higher education, to ensure the orderly conduct of educational work and supervisory work, and to continuously improve the satisfaction of students and teachers with their study, work and life, a series of management processes such as the introduction, allocation and use of human resources in the property services of higher education institutions, training and development, and motivation and evaluation are carried out (Hu, 2011). It includes job design, responsibility formulation, recruitment, training management, job promotion and deployment, performance appraisal, incentives and constraints, and salary and welfare treatment of human resources in university property. Through the scientific management of university property human resources, it has achieved the purpose of serving teachers and students on campus and assisting teaching (Ke, 2006).

2.3 Human resource management in higher education properties

In the Chinese context, the unique challenges of HRM in higher education properties have been explored to a certain extent. Zhao and Wang (2019) emphasized the importance of strategic HRM in enhancing the efficiency and effectiveness of property management in universities. They argue that a strategic approach to HRM can significantly contribute to the optimization of resource utilization and service delivery in higher education institutions. Similarly, Liu and Zhang (2018) highlighted the role of HRM in fostering an environment conducive to academic excellence and operational efficiency in university properties.

Internationally, studies such as those by Johnson and Smith (2017) have examined the broader scope of HRM in higher education, suggesting a need for more flexible and adaptable HRM practices in response to the changing dynamics of higher education globally. Their research, however, does not specifically focus on property management within universities, indicating a gap in the literature.

One significant gap in the literature is the paucity of research on the integration of HRM and physical asset management in universities. While general HRM principles are well-explored, there is a lack of comprehensive studies that specifically address the intersection of HRM and property management in the higher education context. This gap is particularly pronounced in the Chinese setting, where the rapid expansion and

evolution of higher education institutions present unique challenges and opportunities in property management (Hu and Chen, 2020).

Additionally, there is a notable absence of research on the impact of cultural, regulatory, and economic factors on HRM practices in managing university properties, especially in China. While authors like Xu (2016) have touched upon the influence of regulatory frameworks on HRM in Chinese universities, the specific implications for property management remain under-explored.

In conclusion, the existing literature provides a foundation for understanding HRM in higher education properties, but also reveals significant gaps and areas for further study. The need for more focused research on the integration of HRM and property management, as well as the influence of external factors on HRM practices in this context, is evident.

2.4 Theoretical basis

2.4.1 Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of Needs Theory is one of the theories of behavioral sciences, proposed by the American psychologist Abraham Maslow in 1943 in his paper "The Theory of Human Motivation". He believed that human needs consist of five levels: physiological needs, safety needs, love and belongingness needs, respect needs, and self-actualization needs (Maslow, 1943).



Maslow's hierarchy of needs

Figure 2.1 Maslow's Hierarchy of Needs

Maslow believed that these five needs are the most basic and innate, constitute different grades or levels, and become the forces that motivate and guide the behavior

of the individual; the lower the level of need, the greater the power and the greater the potential. The lower the level of need, the greater the power and the greater the potential. As the level of need rises, the power of need diminishes accordingly. The five needs rise like a ladder, from low to high, in a hierarchical progression. The needs of each level are interdependent and overlap, and after the development of the higher level needs, the lower level needs still exist, only the degree of influence on behavior is greatly reduced (Wang, Y. G., 2016).

Understanding and grasping the theory of Maslow's hierarchy of needs helps us to effectively analyze the stages of personnel needs in the process of managing college property employees. In the actual work of the staff, we can from its office environment needs, uniforms and clothing needs, skills training needs, personal value needs, etc., to develop corresponding measures to meet the needs. The resulting staff management can be more efficient to achieve the purpose of motivation, improve staff motivation, and ultimately promote the realization of efficient property services (Zhang, G. J., 2017).

2.4.2 Psychological Contract Theory

"Psychological contract" is a term proposed by Professor Argyris, a famous American organizational psychologist, and later refined by Levinson and other scholars. Psychological contract is "a match between what an individual will give and what the organization desires to receive, and what the organization will provide in response to the individual's expectation of receiving. It is not a tangible contract, but it does have the impact of a tangible contract (Rousseau, 1989). The psychological contract consists of the following seven expectations: a favorable work environment, alignment of tasks with career orientation, security and a sense of belonging, compensation, value recognition, training and development opportunities, and promotion. The subject of the psychological contract is the employee's psychological state in the company, and the three basic concepts used to measure the employee's psychological state in the company are job satisfaction, job involvement, and organizational commitment. The purpose of psychological contract management is to achieve employees' job satisfaction through human resource management and, in turn, to achieve a strong sense of belonging to the organization and a high level of commitment to the job (Zhang, X. K., 2018).

Chapter 3 Research Methodology

3.1 Research Design

This study adopted the documentary research methodology to investigate the human resource management challenges and potential countermeasures in the property services at Yunnan College of Business Management. The research was structured to systematically collect, organize, and analyze various documents, reports, and existing literature related to HRM practices in college property management. By focusing on documentary sources, the study aimed to gain comprehensive insights into the current state of HRM, identify core issues, and propose effective solutions.

The research design was framed around several key components. Initially, the study involved an extensive review of academic journals, industry reports, government publications, and internal documents from Yunnan College of Business Management. These sources provided a rich foundation of information regarding the HRM strategies and practices employed within the institution's property services. The study also incorporated observational data from the day-to-day operations of the college's property management department to understand the practical implementation of HRM policies and identify areas of inefficiency or conflict.

Through the analysis of these documents, the study aimed to uncover patterns and themes that illustrate the challenges faced by the HRM department. The methodology included a critical examination of the organizational structure, job settings, recruitment processes, and training programs. This approach enabled the identification of specific issues, such as the misalignment between job requirements and employee skills, gaps in training effectiveness, and inconsistencies in performance evaluation systems.

To ensure the validity and reliability of the findings, the study employed a methodical approach to document selection and analysis. Only relevant and credible sources were considered, and the data was cross-referenced to verify accuracy and consistency. The insights gained from these documents were then synthesized to form a coherent understanding of the HRM landscape in college property services.

The documentary research methodology provided a robust framework for exploring the HRM challenges at Yunnan College of Business Management. By relying on a diverse range of documentary sources, the study was able to construct a detailed and nuanced picture of the existing HRM practices, pinpoint key issues, and suggest

targeted countermeasures to enhance the efficiency and effectiveness of property management in a higher education context.

3.2 Research Framework

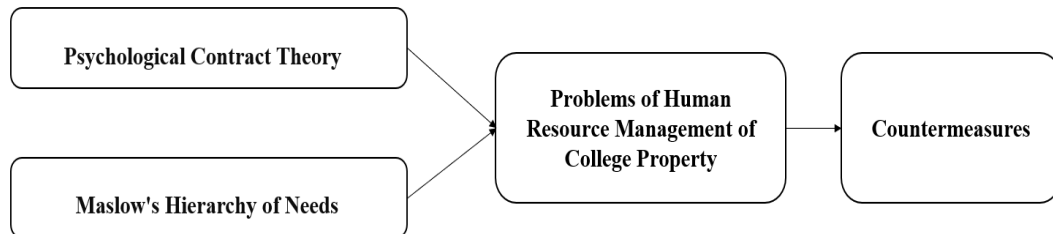


Figure 3.1 Research Framework

The Psychological Contract Theory remains central to this framework, indicating that employee satisfaction is a pivotal indicator of the success of property service management within colleges. According to this theory, the unwritten expectations of the employer and employee, if well managed, lead to higher levels of job satisfaction, which in turn can enhance the management of college properties.

Incorporated into this framework is Maslow's Hierarchy of Needs, which introduces a layered approach to understanding employees' demands. According to Maslow, individuals are motivated by unmet needs that are structured in a hierarchy, starting from basic physiological needs, through safety, social needs, esteem, and finally self-actualization. In the context of property human resource management, this means that employee demands may range from the most basic such as a safe and comfortable office environment and appropriate work uniforms (physiological and safety needs), to needs related to professional development and skills training (esteem needs), and further to alignment with personal values and aspirations (self-actualization needs) (Maslow, 1943).

By applying Maslow's model, this study explored how well the current human resource practices within the college properties sector were meeting these layered needs, and where the gaps may lie. For example, a lack of skills training may indicate a failure to address esteem needs, which could lead to dissatisfaction and a sense of stagnation among the workforce.

The problem of property human resource management is then approached with an understanding that employee satisfaction and the fulfillment of their hierarchical needs are deeply interconnected. Issues in this domain could manifest as a result of failing to meet the diverse needs outlined by Maslow, or a breach in the psychological contract as expected by the employees (Yang, Qian, & Yuan, 2015).

Based on these theoretical underpinnings, the research identified specific problems and then proposed countermeasures and suggestions aimed at resolving them. The suggested solutions involve initiatives to satisfy the various levels of needs as per Maslow's Hierarchy while ensuring the Psychological Contract Theory is respected and upheld. This could mean the implementation of better safety measures, improvement in workplace conditions, provision of continuous training and development, and a clear path towards individual growth and fulfillment within the organization.

3.3 Data Analysis

The data analysis for this study was rooted in a detailed examination of various documents related to the human resource management and property services at Yunnan College of Business Management. The documents analyzed included internal administrative records, policy documents, training manuals, performance evaluation reports, and prior research studies on HRM and property management within higher education institutions. Additionally, external literature such as academic articles, books, and government reports on relevant HRM theories and practices were reviewed to provide a comprehensive context.

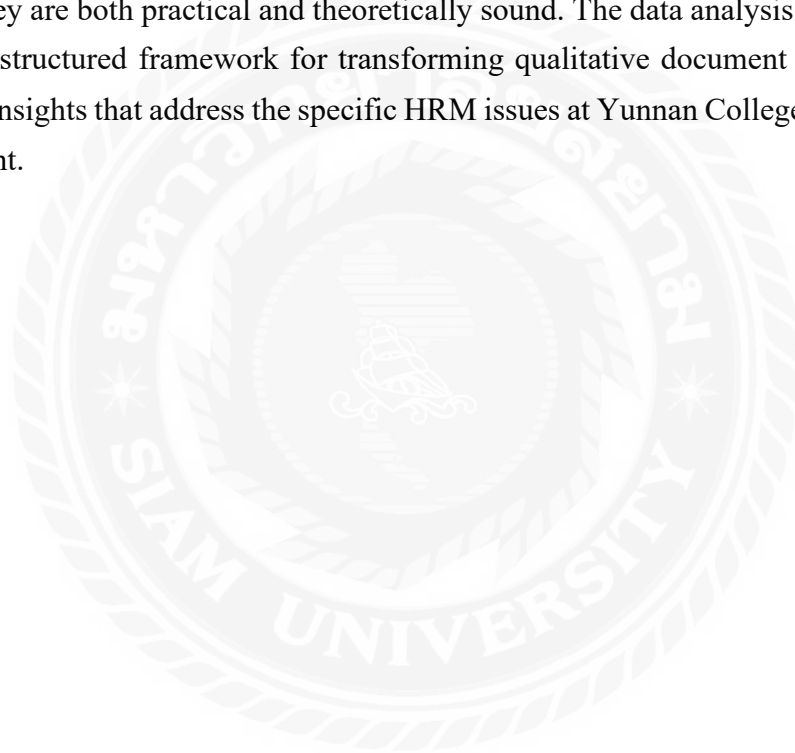
The analysis process began with a thorough review of these documents to identify recurring themes and patterns related to the HRM challenges within the property services department.

Key themes were systematically identified by closely examining sections detailing employee roles and responsibilities, the rationality of job settings, the effectiveness of recruitment and training programs, and the evaluation of service quality. For example, the documents provided insights into the division of labor within the property management teams, the challenges faced by frontline employees, and the issues related to job satisfaction and employee turnover.

The findings were conceptualized by mapping these themes to the theoretical frameworks of Psychological Contract Theory and Maslow's Hierarchy of Needs. For

instance, issues related to unmet employee expectations and dissatisfaction were linked to breaches in psychological contracts, highlighting the need for better alignment between employee expectations and organizational practices. Similarly, data on employee needs at various levels, from basic physiological requirements to higher-level needs for esteem and self-actualization, were analyzed to assess how well the current HRM practices addressed these needs according to Maslow's hierarchy.

By systematically categorizing and analyzing the data, the study was able to draw meaningful connections between the identified challenges and the underlying theoretical concepts. This approach enabled the development of targeted recommendations aimed at improving HRM practices in college property services, ensuring they are both practical and theoretically sound. The data analysis method thus provided a structured framework for transforming qualitative document reviews into actionable insights that address the specific HRM issues at Yunnan College of Business Management.



Chapter 4 Findings

4.1 Current Situation of Property Management

4.1.1 Organization Structure

The personnel organization structure of the property project department of Yunnan College of Business Management is a pyramid-shaped triangular structure divided into three levels.

The first level is the Project Manager (Project Leaders). The second level is the Project Supervisors and Grassroots Management. The third level is the Front-line Employees.

After on-the-spot investigation, the composition and source of property management personnel of colleges are shown in Figure 4.1:

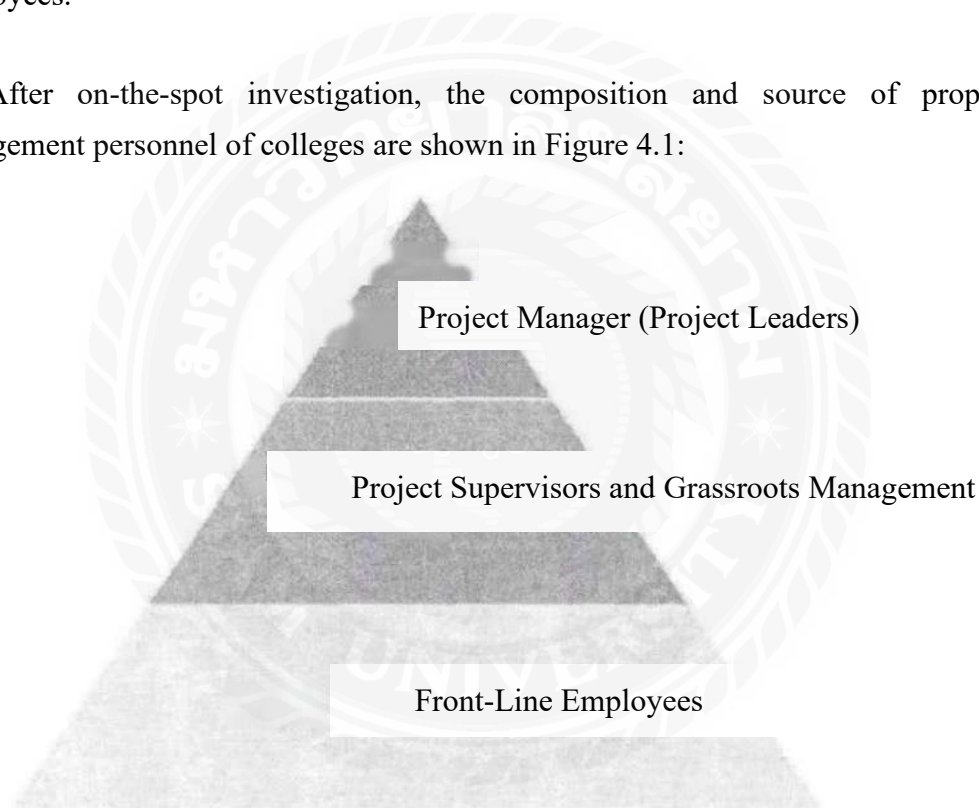


Figure 4.1 Staff Organization Structure of College Property Department

1. Project Managers (Project Leaders):

These individuals are mostly former official staff from the original college logistics department, referred to as "career" staff. They are on loan from the college to the property company. These personnel were responsible for logistics before the college's transformation, making them highly familiar with the college's operations. They understand the unique aspects of university logistics and auxiliary teaching. They are well-acquainted with the existing college department leaders and faculty, facilitating effective daily communication with teachers and students, which benefits the development of property services.

2. Project Supervisors and Grassroots Management:

This level comprises mainly original logistics staff with low education levels and newly recruited young employees under the "business program. Due to their lower education, they have limited promotion opportunities despite their extensive logistics experience and diligent work ethic. They are well-versed in the project's internal operations and can handle regular tasks as line supervisors, playing a crucial role in project operation and management. However, they struggle with adopting new technologies, such as mobile terminal inspections and using apps for reporting incidents and repairs.

Conversely, the newly recruited young employees generally have undergraduate degrees or higher. After graduation, they undergo professional training and gradually rise from basic-level administrators to supervisory positions. Although they adapt quickly to new concepts, their practical experience in property services is lacking. Their youth can lead to a focus on "management" over "service," and they may experience negative emotions when facing work difficulties, affecting team morale. Their dedication to professional property service skills is insufficient, and their work stability needs improvement.

3. Front-Line Employees:

Front-line employees in college property services are primarily of two types. Those in older campuses (e.g., D Campus and TCZ Campus) are mainly local residents and new Suzhou residents, including families who moved to Suzhou with their children. Employees in new campuses (e.g., Phase I and Phase II of the DSH Campus) are mostly landless peasants from nearby areas and a small number of migrant workers from other regions. These employees typically have a junior high school education or lower, lacking professional property service skills. They need specialized training but have limited absorption capacity due to age and learning abilities, resulting in high training costs with unsatisfactory outcomes. Their salaries are slightly above Suzhou's minimum wage, and stringent daily work assessments contribute to their overall low level of specialization and poor stability.

In addition to the main categories, there is a small proportion of "relatives" of management leaders and cooperation unit members, but their presence in the front-line team is minimal.

Table 4.1 The composition and source of property management personnel of Yunnan College of Business Management

Number	category	Main source of personnel	Educational level	Proportion
1	Project leader	Former logistics manager	College degree and above	3%-5%
		Managers of social recruitment and college recruitment	Bachelor's degree or above	
2	Project director	Former logistics worker	Junior high college and above	10%-15%
		Managers of social recruitment and college recruitment	College degree and above	
	Project backbone personnel and foreman level	Mainly recruiting staff	Junior high college and above	
3	Front-line property service personnel	Migrant workers	Junior high college and below	75%-85%
		Landless farmers around the new campus	Junior high college and below	

4.1.2 Characteristics of Property Human Resource Management

Currently, colleges are undergoing significant social reforms in on-campus property management. Alongside the continuous expansion and growth of the property industry, many new campuses have introduced property services, while older campuses are gradually transitioning due to the retirement of original logistics workers. This transformation opens up a vast college property market to the community. However, the number of top management personnel in college property teams is insufficient, and the speed of talent training cannot keep up with the rapid expansion of college property projects. For major university property companies, talent cultivation has become a significant challenge. In response, the "1 + N" training model has been proposed.

The "1 + N" training model is not a simple post "AB corner" arrangement. Instead, it involves a manager training multiple (N) individuals who can replace them as needed. The number N can be any value greater than or equal to 1, depending on the actual

situation of each project team. The manager (the "1") is responsible for training the "N" individuals, while the "N" individuals should be capable of complementing the manager's role. Essentially, every manager in the college property management team needs to train multiple people who can replace them at any time. Especially in new university property projects, the training of property project management cadres becomes more efficient as it is tailored to the number of required replacements rather than a simple one-to-one replacement.

The Human Resources Business Partner (HRBP) model was introduced in 2020 to address the strategic demand for talent in the development of the entire Education and Service Group. The aim is to improve the match between human resource reserves and the development needs of university property service businesses. The human resource management department must understand the manpower demands of university property service projects and provide directional guidance for human resource reserves by aligning with the open market expansion requirements of university logistics. Additionally, it is necessary to strengthen the establishment of human resource knowledge and systems within both the human resource department and the university property project department. This will enhance the comprehensive and effective coordination and utilization of human resources in university property projects. By combining practice and application with the actual conditions of college property projects, the integration of human resources is promoted, and personnel for college property project manager training are continuously explored and reserved.

4.2 Problems in Human Resource Management of College Property

4.2.1 Unreasonable property grass-roots positions

With the increasing specialization and refinement in the management of college property, the division of labor within each team under the property project department has become more defined, with duties and positions relatively fixed. For example, campus peripheral cleaning staff are responsible only for cleaning the roads, while the green space staff focus solely on the green areas. This division means that if leaves fall on the road, the peripheral cleaning staff clean them, but if wind-blown trash ends up in the green belt, it must be cleaned by the green staff. This can lead to situations where, after the road is cleaned, there is still trash in the green areas, affecting the overall appearance of the campus. In some cases, trash from the green areas can be blown back onto the roads, giving the impression that the peripheral cleaning staff have not done their job properly, potentially leading to biased assessments of their performance. Some employees even joke: "If this piece of paper blows into the middle (between the road and green space), you need scissors, or you'll end up fighting over it."

During late autumn, when more leaves fall on campus, the workload for peripheral cleaning staff temporarily increases, but the number of staff remains fixed based on daily requirements. This makes timely and effective leaf clearing challenging. Meanwhile, the greening workload decreases in fall and winter, but the number of greening team members does not reduce seasonally. As a result, the cleaning department becomes exceptionally busy, while the greening department experiences underutilization, leading to staff complaints about the imbalance.

Similar issues arise in other scenarios. For instance, when new students arrive, they are eager to settle into their apartments, leading to a surge in maintenance requests, including non-maintenance issues like "closet door cracks." This requires engineering and maintenance staff to verify and address these issues, resulting in a high workload for the maintenance department. Meanwhile, due to the increased foot traffic in apartment buildings, cleaning work stagnates, leading to underutilization of cleaning staff.

During major events like commencement ceremonies or large-scale activities, property service staff face intense workloads to prepare venues, including carpet laying, arranging tables and chairs, and hanging banners. Changes to arrangements during setup often require adjustments, resulting in staff working late into the night. Meanwhile, patrol staff have a reduced workload because event venues are well-lit and do not require frequent patrolling.

These examples highlight the lack of reasonable job arrangements in terms of time and space, as well as insufficient cross-departmental and cross-branch resource integration and communication. This inability to effectively integrate and utilize resources leads to talent loss and increased turnover rates. The division of responsibilities has resulted in "grid management," which fails to form complementary positions, leading to underutilization and even wastage of resources. Addressing the rational use of human resources by promoting complementary positions and integration across lines and departments is crucial. Effective resource integration can reduce costs, increase efficiency, enhance staff income, stabilize the workforce, optimize the staff structure, and attract young, talented individuals, thereby strengthening team cohesion and morale.

4.2.2 Uneven service level for teachers and students

The property service demand of the old campus is mainly reflected in the campus environment. Because of the limitations of the early construction planning, some advanced large-scale cleaning equipment cannot be used (e.g., multi-functional sweeping trucks, cab-charged cleaning trucks, etc.), so the environmental cleaning relies to a large extent on manual labor and small cleaning tools. Moreover, the old campus did not have many intelligent property management equipment, so the students and faculty were not easily aware of the intrinsic management of the equipment.

On the other hand, the property service needs of the new campus are significantly different and more comprehensive. Because the buildings, apartments, libraries and other buildings on the new campus have a high need for cleaning, otherwise it is difficult to present the high quality of the building itself. Secondly, the new campus in the completion of a large number of lifting system (elevator), intelligent equipment systems (multimedia teaching equipment, distance learning system, library information management system, building automation control equipment, etc.), campus security system (access control, electronic patrol equipment, including this year's epidemic prevention and control added infrared temperature measurement, etc.), fire control system and so on. The operation and maintenance of these systems require a more specialized team.

In terms of the effect of property services, take indoor cleaning as an example, the same cleaning aunts who are around 50 years old can easily complete the cleaning of a 4-storey building in the old campus and the cleaning effect is quite good, but in the new campus, it will seem to be strenuous and the cleaning effect is not satisfactory. For example, the cleaning effect of the LY building on the D campus is significantly better than that of the 606 building on the DSH campus, and the maintenance effect and timeliness of the H building on the D campus will also be better than that of the 606 building on the DSH campus, and the cleaning effect of the LY building is not as good as that of the H building in terms of the D campus alone. Therefore, it is unavoidable that there are different levels of property services among different campuses of the University of S. Moreover, there are also visible differences in the level of property services among different buildings within the same campus.

4.2.3 Frequent flow of human resources in front-line positions

By the property services industry itself has always been a labor-intensive industry, the loss of the elderly at the same time injecting a lot of fresh blood can optimize the

project staffing structure, improve efficiency, but also to facilitate the maintenance and maintenance of the corporate group's organizational development efficiency and vitality. Xiamen Xiamen Property Management Co., Ltd. Li Xiaoyuan in the "property management company staff leaving the problem analysis and countermeasures," concluded that: for property services companies, the highest rate of departure is the property security staff accounted for 36%, health staff accounted for 21%, the engineering department accounted for 10% of the departure rate of these three positions accounted for the company's departure of 67% of the staff. Therefore, the average departure rate of property employees should be no more than 20%, and basically, the departure of a more concentrated period of time is after the Spring Festival every year.

However, through many conversations with the management and service staff of University S and some front-line property service staff, we know that the average departure rate of various positions in University S is generally greater than 20%, and the departure rate among different campuses and different property service departments also shows different characteristics. For example, in the service team of student apartments, the highest turnover rate is among the basic management staff, and the turnover rate can even reach 50%, while the front-line property service staff is relatively stable. Although the salary of these employees is only a little higher than the local minimum basic wage, the sale of valuable waste products in the apartment building will become another major source of salary for these frontline service staff as an additional income in addition to the salary, which accounts for about 40% of the total monthly income, and in the graduation season of the university students, it can even be as high as more than 70% of the total income of the same month. The service team for campus landscaping can earn up to 70% of the total monthly income. In the service team of campus landscaping, the departure rate is higher than that of the first-line landscaping workers, even more than 30% in summer, and about 15% in fall and winter. The turnover rate of first-line green workers also varies in different campuses, for example, the average turnover rate in Campus D is about 20% in recent years, while in Campus DSH, the figure is close to 40%, and even more than 40% in some specific months. It may sound a bit exaggerated, but these data are obtained through conversations, mutual corroboration by property managers and front-line service employees of the University of S, as well as long-term personal observations, and are all credible data.

In terms of the distribution of the education of the departing staff, the education of the basic management staff who left the student apartment service team was basically in the high college and above, while the first-line greening workers who left the

greening team were mostly concentrated in the range of junior high college and below in terms of the level of education. Although the overall percentage of the departure rate of employees who have transferred their bachelor's degree is relatively low, the results are not necessarily the same when it comes to certain departments, or a certain batch of personnel who joined at the same time and have a high level of education, for example: in 2016, five fresh university graduates from a property department of Campus D, all of them left at the end of the year for the reason that they started their own business collectively. Of course this is a small probability event and will not be discussed. So on the whole, the property leavers are mainly concentrated in the junior high college and below the front-line staff, although involving different property service delivery departments and different campuses and there are some differences, but the overall departure rate of the University of S property staff is still significantly higher than the industry average. Although normal optimization of team structure and improvement of the overall quality of human resources will lead to an increase in the turnover rate, a long period of high turnover rate, especially in the front-line positions that have the most frequent contact with students and faculty, is definitely not conducive to the improvement of the quality of university property services.

4.3 Countermeasures

4.3.1 Improvement of job setting and selection and hiring system of university property personnel

Human resource management has significant foresight and prediction, these characteristics along with the rapid development of China's higher education and the modernization of higher education institutions of social reform has become more and more distinct, combined with the analysis of the real situation, the judgment of the college's future property management human resources should be based on a full understanding of the situation of the college and the basis of the domestic colleges and universities of the property management system, and ultimately effective introduction of a large number of excellent talents In the end, a large number of excellent talents will be introduced effectively and efficiently, so as to make sufficient personnel reserve for the future high-quality management.

As far as the human resource management department of the property project department of the university is concerned, in the recruitment of personnel, it should formulate a targeted, operative and landable recruitment program according to the actual needs of the position. Adhere to the principle of justice and fairness, and give full consideration to the university environment, optimize the job configuration,

rationally adjust the number of positions, continue to adjust the number of two types of talent, optimize the old employees who are not suitable for the position, and vigorously introduce new employees with modern thinking and innovative awareness, and qualify and assess the cultural qualities and skill level of the personnel to be recruited. Always adhere to the principle of "matching the right person with the right position", give full play to the unique advantages of each type of talent to create more value for the project. The ability of various types of talent should be clearly and accurately positioned and then allocated, so as to avoid the phenomenon of waste of resources such as "low talent, high use" or "big material, little use", the project leader should be in full understanding of the project on the basis of the four major lines of post staffing Reasonable adjustments, and consider a certain percentage of the addition of personnel administrators of this kind of position and each line of the personnel organization structure for the corresponding adjustment. In the project, the selection and appointment of management personnel should not be done in a hasty manner, and it is often necessary to go through layers of screening and rigorous investigation before being entrusted with the important task, and this process not only needs to fully investigate the management ability and logic of thinking, but also should be objective and rigorous analysis of the management's morals, values and cultivation.

The human resource management department of the property company that provides property services for colleges should start from the company level to reserve high-quality comprehensive management talents for the college property project department, on the one hand, as a backup supplement to the college property management positions, and on the other hand, it also pushes the existing management personnel of the college property project department to continue self-learning and self-innovation, so as to achieve the goal of a professional college property service provider. The goal of professional university property service providers is constantly approached.

Colleges are responsible for supervising the property service work of the relevant departments, should support the property sector of the professionalization of the upgrading of change, respect for the property human resources management department of the selection and recruitment system, for does not meet the standards of the "relations with the family" resolutely do not recommend, do not open the door, and do not intervene in the internal operation of the property project department.

In the selection and recruitment of manpower, we will firmly guard the "gate" and strictly recruit according to the portrait of the personnel. In building the service team,

we should give full consideration to gender, age, temperament and other aspects of complementarity, the team should have experienced "veterans", but also need to have the first "newcomers" to bring new ideas close to the times and flexible new methods, so that the strengths of the short and long term, the advantages of each other, and not interfere with the internal operation of the property project department. In this way, the long and short of each other, complement each other's strengths, old and new with, maximize the efficiency of work. An excellent team, in my mind with a vivid image of the words of the analogy, is like a lot of uneven squares spliced together by the changes in the form of a variety of flexible and magical Rubik's Cube, each member of the team is like the shape of these different sizes of different squares, the team performance is like the volume of the Rubik's Cube. For example: if one of the members of a certain ability is particularly outstanding beyond the rest of the crowd, then in his dimension can be maximized to occupy the absolute advantage of the ratio, on the contrary, can be used with another member or several members, so as to produce a greater than the original volume of the effect, that is, the effectiveness of the enhancement, and at the same time, also allows the ability of these members of the weaker to reduce the pressure, and vice versa.

Selection should take into account the difference in ability level, recruited in the first "using people's strengths, avoiding people's shortcomings", and then for the "shortcomings" targeted education and training, as soon as possible to make up for the shortcomings.

4.3.2 Regular training on the characteristics of university property services

In the rapid development of science and technology today, modern property management projects have been unable to carry the one-time investment in human resources. Due to the limitations of personnel's physiological conditions and psychological factors, human resources often suffer from different degrees of damage, "bringing the old to the new, using the new to replace the old" has become a necessary principle for the iteration of human resources in the organization, in order to achieve this purpose, the project on the one hand can continuously increase the number of recruiting, on the other hand, can be achieved through the way of organizing internal training. To achieve this goal, the project can, on the one hand, continuously increase the number of recruitments and, on the other hand, through internal training. In order to strengthen the pertinence and specificity of the organization's internal training for employees, the college property project department can consider using questionnaires to collect employees' willingness to training, and after fully understanding the training

needs of the employees, through the analysis of the professionalism of the four major lines and the combination of the requirements of the duties and responsibilities of different positions, consider carrying out special internal training for each line, so as to enhance the target orientation of the organization's training, and to avoid the goal-oriented training of the organization. The situation of "shooting the brain" to develop training plans, without considering the basic situation of the training object of the training is likely to become a passive, heavy form of ineffective behavior, waste of organizational training resources and investment in money at the same time, but also let the patience of the trainee suffered from wear and tear, and ultimately difficult to reach a win-win good results. Training categories should also be more comprehensive, not a single property service skills training, training categories to cover the "four lines of job responsibilities", "psychological needs and hobbies", "managers logical thinking". The categories of training should cover "job duties of the four major lines", "psychological needs and hobbies", "logical thinking of managers" and "strategic analytical thinking", so as to diversify and improve the trainees' business ability and service ability. The scope of training can not be confined to internal training, can be hired from external projects, external companies to hire lecturers, we must believe that "the stone of the other mountain can attack jade", in the training of talent can not be closed doors, we must adhere to the "inward seeking" and "outward seeking" combination, to "inward seeking" and "outward seeking" combination. To the outside combination, and friends of enterprises in the same industry to exchange and learn, more horizontal comparison of enterprises in the same industry, and more to them to learn from the internal training, improve the quality of staff capacity experience.

College property should be at a higher level, put forward a more perfect training program, to develop the company's internal college property project department between the staff to go out to exchange and learn the way, used to improve and enhance the comprehensive ability of the staff of the various indicators. To flexibly adopt diversified training methods and means, emphasizing the close combination of theory and practicality. For example: in the project held regularly within the "skills competition" activities, so that all lines of employees at all levels, subsections of the business ability to compete, the project leader, the college leadership at the same time as the jury for the evaluation of scoring, which is for the results of the training of employees in the field type of test, help to improve the staff's enthusiasm for the work, to a certain extent! In a way, it is also an extremely effective way of internal training, different employees get together for the competition, can learn from each other, learn from experience, and make progress together, the most important thing is that the four

lines of employees can be more familiar with the content of their daily work, the mode, such as in the event of an emergency or a special situation, you can take care of each other, to ensure that the project's normal operation. In addition, can be regularly by the project leader in the form of proposition to the four major lines of each issued a field inspection questions, by the line responsible for notifying the staff to complete, similar special investigation can improve the staff's ability to specialize in the work, but also to solve the practical problems of the daily work, but also a variation of the flexible mode of internal training. When selecting the theme of each training, attention should be paid to avoid singularity, on the contrary, the project training should be in line with the times, and combined with the current situation of the development of the college property management industry and the future extension of the trend of diversification of various types of training. In order to improve the efficiency of training, the organizer can consider collecting all kinds of audio and video information of training in advance, and archiving and organizing the production of lecture courseware distributed to each trainer, so that they can prepare in advance and summarize their respective problems in order to ask questions in the training. In addition, in order to form a better training "inheritance" mechanism, the project leader should encourage the project staff to actively obtain the relevant qualification certificates, to strengthen the theoretical knowledge in the field of property management learning, so as to enhance the quality of project services, optimize the project's reputation.

The college property regulatory department should help the members of the college property and property project department, they can provide them with the meeting rooms, lecture halls, auditoriums and other places in the college to use as training venues, but also can introduce the excellent professional training institutions and property companies in the market to establish interconnections, the use of professional social training resources, you can quickly achieve the training effect. Because the university property regulatory authorities regularly have specialized exchange meetings, so they have more foresight for the reform and development of the socialization of university logistics, logistics and socialization level, can provide guidance for the training of college property and property project department, so that the training of property is more accurate, more forward-looking, and can effectively avoid the waste of training resources. Make full use of student organizations (e.g., student union, life department, etc.) to collect the needs of teachers and students on campus, the part involving property services, timely feedback to the property project department, for the poor effect of property services due to lack of training in place or

missing, targeted organization of training to make up for the timely, and thus enhance the satisfaction of teachers and students.

4.3.3 Incorporation of the evaluation of property services by faculty and students into the staff assessment indexes

The property project department should do a good job of post-training evaluation and assessment, establish a sound assessment mechanism, and consider the annual plan of each line department to be included in the assessment catalog, and set up corresponding rewards and punishments, so as to incentivize the department to complete the goal. In addition, the assessment should focus on the respective specialties of different departments, and set up different assessment mechanisms by means of differential management. For the engineering maintenance group in the assessment mechanism can focus on the maintenance effect, the second repair order rate and repair teachers and students for maintenance services to provide the feeling; for the cleaning group in the assessment mechanism should be more focused on the effect of cleaning and cleaning services to provide teachers and students to provide teaching whether the impact of this needs to be timely and effective feedback from teachers and students into the staff.

Of course, in order to take into account the principle of "openness, fairness and impartiality" in the assessment process, it is also necessary to strengthen the construction of the complaint system, which can be used to avoid the risk of assessment brought about by a variety of complex external factors, and to reduce the error between the actual assessment and the theoretical results. Grievance system was established for the purpose of timely detection and resolution of problems in the project assessment, enhance and stimulate staff cohesion, in the property project, to build a harmonious staff relations, promote good communication between the property staff, which also helps to improve employee satisfaction. In practice, the staff found that the assessment results of abnormal or any error can be reported to the direct superior, three days after the response if no response can be directly over the superior to the project leader to report, the project leader to receive the complaint application and then organize a number of people on the assessment of the cause of the abnormal, after the results of the content of the records and records, separate research and then jointly to the evidence, and ultimately to verify the content. The principle of "openness, fairness and impartiality" is crucial to the project assessment, and at the same time, the extensive evaluation of the property service level by the students and teachers, and the rating of the project staff are all important criteria to highlight the level of our property services.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

In line with the reform of China's higher education system and the general trend of college logistics socialization, the logistics departments of domestic colleges and universities are gradually undergoing reform and transformation. These changes aim to expand the scale of colleges, change the modes of operation, improve the quality of property services, reduce service costs, and increase efficiency and vitality. This paper examines the human resource management situation of the property services at Yunnan College of Business Management and proposes the following countermeasures:

Firstly, rationalizing job settings for college property service providers and improving the selection and recruitment system for service personnel at all levels is crucial. The actual characteristics of the college environment must be fully considered, ensuring the scientific setup of personnel positions and effectively managing the recruitment process.

Secondly, it is essential to conduct regular training for university property service employees, using flexible and diversified training methods. Emphasizing the close combination of theory and practicality will enhance the effectiveness of the training programs.

Finally, incorporating the evaluation of property services by teachers and students into the staff assessment and incentive system is necessary. Different assessment mechanisms should be established according to the various job categories, ensuring that the assessment results accurately reflect the employees' work status. This approach will achieve the goal of "rewarding excellence and motivating improvement."

Overall, the service concept and objectives of university property management should always align with the educational goal of "teaching and educating people." University property services must continuously strengthen the management concept of "service and education," fostering professionalism and a high-quality, personalized service consciousness. Additionally, property service training should be tailored to the unique characteristics of colleges and universities to attract talented individuals to the college property team.

Creating a high-quality and efficient college property service atmosphere, based on objective reality, will improve the management of college property human resources. This enhancement will elevate the level of college property service work, effectively supporting the teaching, research, and campus life of teachers and students. Consequently, this will promote the construction of colleges and universities and contribute to the city's development.

5.2 Recommendation for future study

In crafting the recommendations for future research derived from our study on HRM in university properties, several avenues present themselves. Firstly, a comparative analysis incorporating a broader range of institutions would serve to enrich the data and fortify the generalizability of our findings. Additionally, delving into the long-term effects through longitudinal research could yield insights into the sustainability and evolution of HRM practices over time. The incorporation of technological advancements offers a fertile ground for enhancing HRM efficiency and effectiveness. Understanding how digital tools and data analytics can optimize property management in universities could significantly contribute to the field.

The cultural dimensions within various university settings merit a deeper investigation, especially how they inform the psychological contracts between the institutions and their employees. A more nuanced comprehension of these cultural factors could lead to more tailored and effective HRM strategies. The application of quantitative methods to measure the tangible outcomes of HRM practices on employee satisfaction and retention would complement the qualitative aspects of this study, presenting a more rounded view of the impact of HRM practices.

The changing regulatory landscape and its implications on HRM within university settings is an area that demands attention. Evaluating the effects of policy changes could provide strategic insights for university governance and policy formulation. Lastly, the exploration of sustainability in HRM practices could uncover how universities can manage their properties not only efficiently but also responsibly, aligning with broader environmental and social goals. This research could help to establish benchmarks for sustainable practices within the sector.

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