



**THE FACTORS OF PERFORMANCE APPRAISAL OF  
SMALL AND MEDIUM-SIZED PROPERTY  
MANAGEMENT ENTERPRISES  
- A CASE STUDY OF HUI SHENG REAL ESTATE COMPANY**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION  
GRADUATE SCHOOL OF BUSINESS SIAM UNIVERSITY  
2024**



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This Independent Study Has Been Approved as a Partial Fulfillment of the  
Requirements for the Degree of Master of Business Administration

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**Title:** The Factors of Performance Appraisal of Small and Medium-sized Property Management Enterprises-A Case Study of Huisheng Real Estate Company  
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## ABSTRACT

With the rapid development of the property management industry, especially driven by the transformation of informatization and specialization, small and medium-sized property management companies are facing severe performance management challenges. This study aimed to explore the factors affecting enterprise performance appraisal in Huisheng Real Estate Company. This study took Huisheng Real Estate Co., Ltd. as a case study, and based on relevant domestic and foreign literature, constructed a theoretical framework based on the ERG theory, Among them, existence demand, relationship needs and growth needs are independent variables, and enterprise performance appraisal is the dependent variable.

This study adopted the questionnaire survey method and collected a total of 213 valid questionnaires. Through quantitative analysis, the study found that existence demand, relationship needs, and growth needs all have a significant positive impact on employee performance appraisal, verifying the validity of the hypothesis. The research results show that optimizing the remuneration structure, improving employee interpersonal relationships and improving the fairness of the promotion mechanism can help improve enterprise performance appraisal, thereby promoting the continuous improvement of the overall performance of the enterprise.

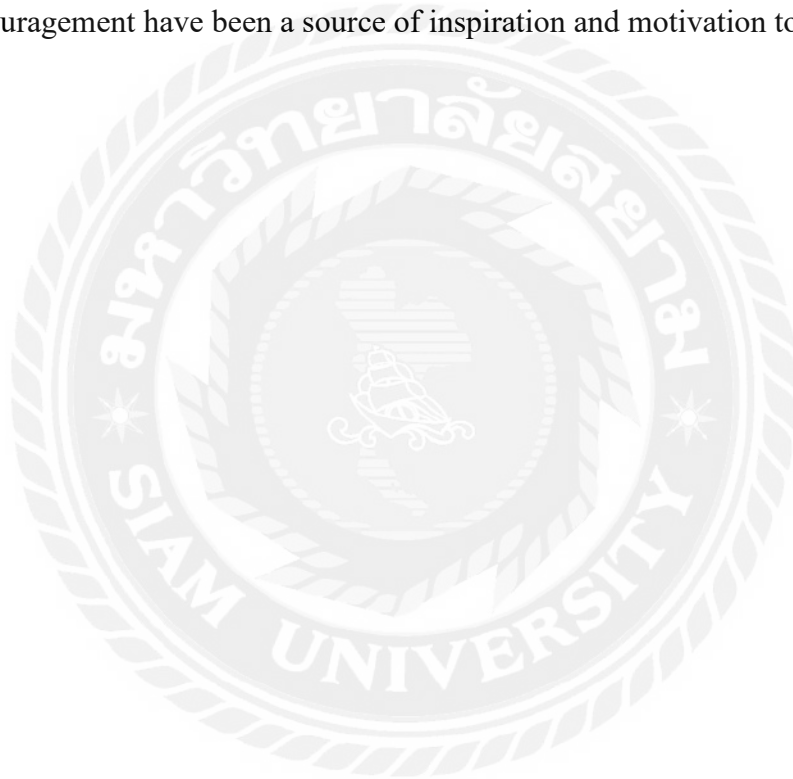
**Keywords:** property management, ERG theory, enterprise performance appraisal

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## DECLARATION

*I, CHEN FANGPING, hereby declare that this Independent Study entitled “**The Factors of Performance Appraisal of Small and Medium-sized Property Management Enterprises- A Case Study of Huisheng Real Estate Company**” is an original work and has never been submitted to any academic institution for a degree.*

CHEN FANGPING  
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Aug 20, 2024



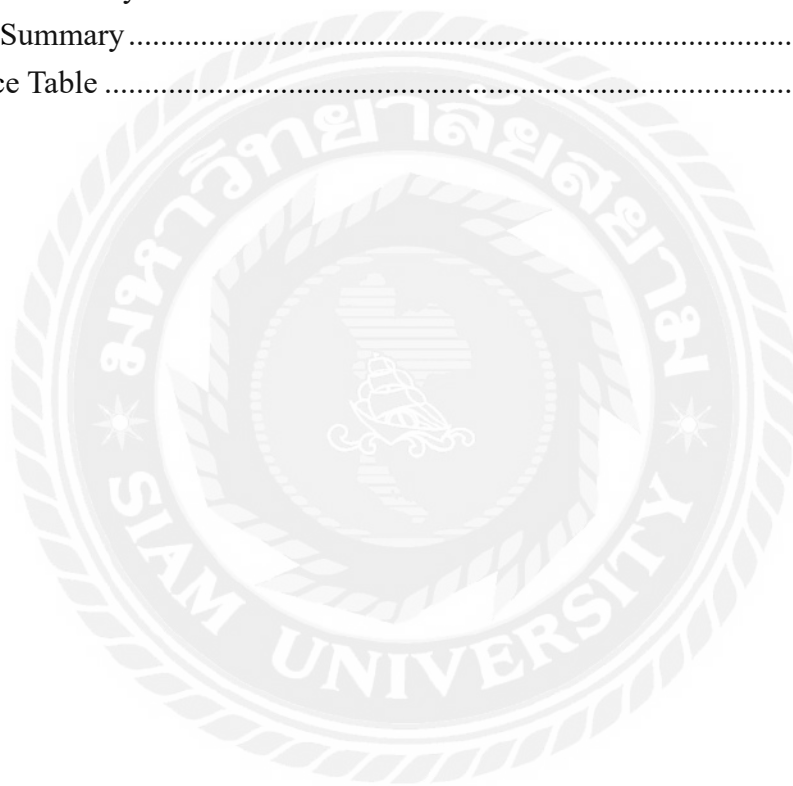
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# Chapter 1 Introduction

## 1.1 Research Background

Modern property services originated in the UK. The first property management industry organization was born in the United States in 1908, and then spread to the mainland through Hong Kong. In March 1981, the first property service company in mainland China, Shenzhen Property Service Company, was established (Zhang & Wang, 2022). By the end of 2023, China had more than 118,000 property service companies, with a total of about 9.047 million employees. The property service industry plays an important role in economic and social development, driving employment and improving the quality of people's living. It has now become an important way to promote national economic growth and increase employment (Zhao, 2018). Its development process is shown in Figure 1.1.

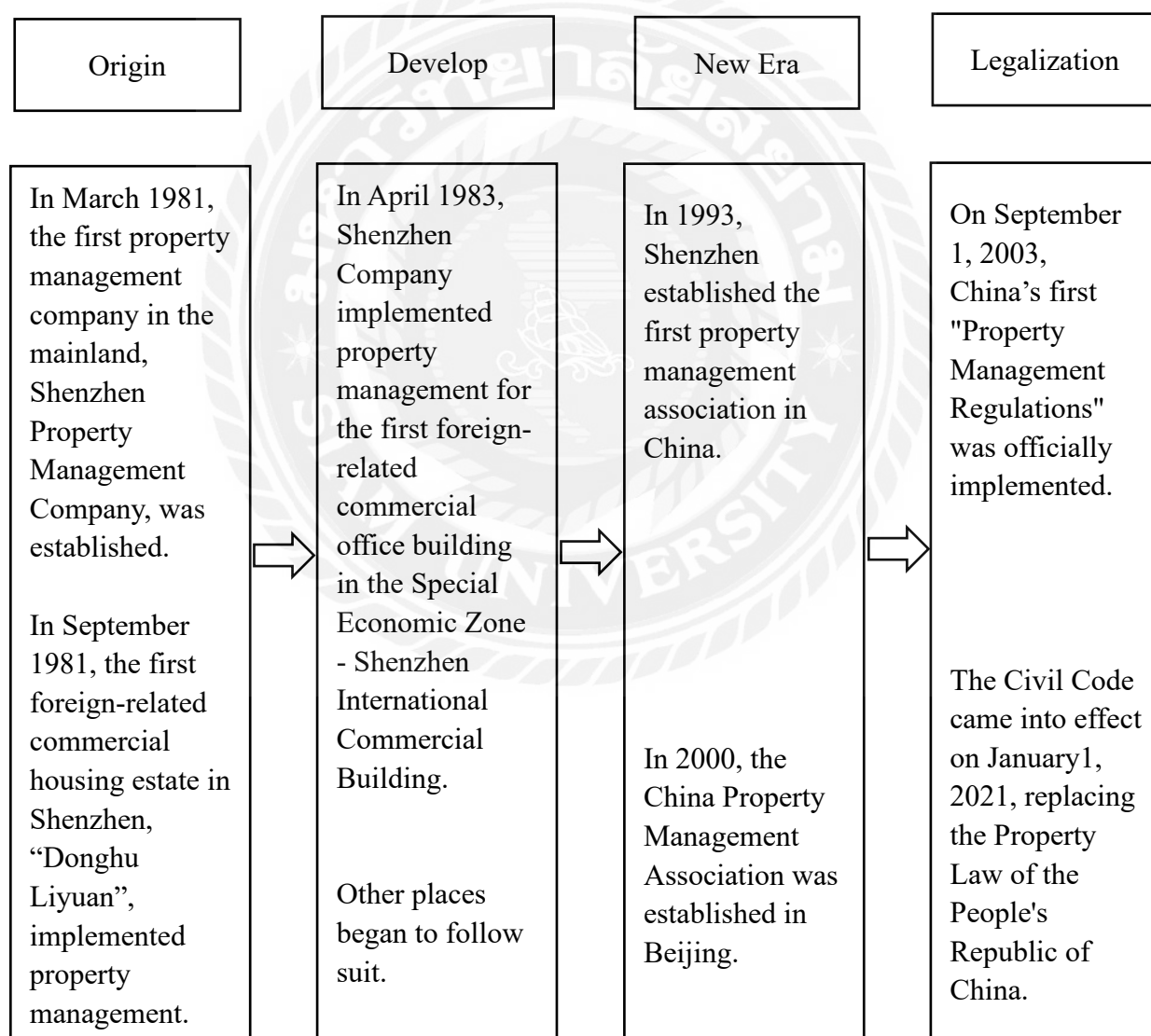


Figure 1.1 Development History of Property Management Industry

With the rapid growth of China property management service industry, the domestic property industry is in a period of transformation and upgrading. The performance of this period is that the property service model is changing from traditional to modern, and the service products it provides are also changing from single to diversified. The previous extensive management model is gradually being replaced by refined management (Xu, 2021). Excellent property services have a positive and far-reaching impact on shaping the civilized appearance of the city, improving the quality of life of residents, promoting the preservation and appreciation of real estate value, creating employment opportunities, and maintaining regional harmony and stability. In view of the importance of the property management service industry, the state attaches great importance to it and has issued relevant policies to actively promote the development of the property management industry (Chang, 2024).

The high-quality development of the economy has brought huge transformation pressure to property management companies, especially the development of informatization and specialization, as well as the continuous improvement of people's quality of life, which has put forward more stringent requirements on the quality and level of property management services (Lin, 2023). With the influx of a large number of new property companies into the market, industry competition has continued to heat up and present a fierce competitive situation. This is bound to cause a major change in the property management service industry market, which may lead to a reshuffle of the market and the elimination of a number of companies that are not adapted to the competitive environment.

In terms of human resource management, it has always been the core task of corporate management. For property service companies that rely on human services, they pay special attention to the effective management of grassroots employees. As a key tool in human resource management, corporate performance management is gradually being valued by the industry. Through scientific performance management, companies can effectively guide employee behavior, play a key guiding role, and stimulate employee enthusiasm, thereby improving service quality. It not only helps to enhance customer satisfaction, optimize corporate systems, and increase corporate profits, but also drives companies towards long-term strategic goals (Guo, 2024).

The property management service industry has a history of more than three decades. In the past decade, this field has experienced quite rapid development and is expected to maintain high growth in the current and foreseeable future. Although many property companies have achieved significant growth in their current scale, in actual corporate human resource management, most companies tend to simply borrow relevant performance evaluation systems and methods from the same industry, resulting in the performance management system failing to fully consider the actual situation of the company. The various performance evaluation indicators are not reasonable, the weight setting lacks scientificity, there is a large degree of subjectivity, and there is a lack of sufficient quantitative management. Therefore, in actual operation, performance management is usually only a formalized process, and it is difficult to give full play to the actual role of

performance management in optimizing human resource management. Considering the actual situation of the enterprise, it becomes crucial to optimize its performance management, and it is necessary to innovate the performance management evaluation system and plan.

## **1.2 Research Questions**

From the current research status, the focus on performance management of property management service companies is mainly concentrated on the theoretical framework and conceptual level, while the actual application research of small and medium-sized property management service companies has not received sufficient attention. This may lead to lack of deep understanding of this level and lack of in-depth insights into actual business challenges and solutions.

Therefore, this study took Huisheng Real Estate Co., Ltd. as a case study to explore the influencing factors of performance appraisal of small and medium-sized property management companies. Huisheng Real Estate Co., Ltd. was established in 2014 and is located in Zhuhai City. The company first began to implement the employee performance appraisal system around 2016. Although certain results have been achieved after adopting the system, managers are faced with some difficult problems. Some counterproductive phenomena began to appear, some employees had a "lying flat" mentality, their work attitude was not positive, and employee turnover increased. All this led to unsatisfactory work results, an increase in complaint rates, a decrease in satisfaction, and work standards seemed to be a virtual reality. The emergence of these negative phenomena has triggered differences between company managers and employees on the current performance appraisal system. In order to further promote the development of the company, employee performance appraisal has become a problem that needs to be solved at the moment.

Based on this, more specific research questions are as follows:

- (1) What are the influencing factors that affect employee performance appraisal in Huisheng Real Estate Company?
- (2) Does existence demand have a positive impact on employee performance appraisal in Huisheng Real Estate Company?
- (3) Do relationship needs have a positive impact on employee performance appraisal in Huisheng Real Estate Company?
- (4) Do growth needs have a positive impact on employee performance appraisal in Huisheng Real Estate Company?

## **1.3 Research Objectives**

In view of the lack of combined and applied research on the actual performance of small and medium-sized property management companies, this study aims to deeply absorb advanced management concepts and experiences at home and abroad to further expand the depth and breadth of research. By drawing on the best practices at home and abroad, this study is committed to providing powerful reference and inspiration for enterprises, especially in the current new

economic environment. This study seeks to break the traditional thinking mode and promote management innovation to help enterprises achieve better development and stand out in the fiercely competitive market. The purpose of this study is:

(1) To explore the influencing factors that affect employee performance appraisal in Huisheng Real Estate Company.

(2) To explore the impact of existence demand on employee in performance appraisal Huisheng Real Estate Company.

(3) To explore the impact of relationship needs on employee in performance appraisal Huisheng Real Estate Company.

(4) To explore the impact of growth needs on employee in performance appraisal Huisheng Real Estate Company.

## **1.4 Research Scope**

This study took Huisheng Real Estate Co., Ltd. as a case study, focusing on the influencing factors faced by small and medium-sized property management companies in the performance appraisal process, aiming to provide valuable reference for management practices in this field. This study focused on the ERG theory and reviewed 42 related papers. As of the end of August 2024, the total number of employees of Huisheng Real Estate Co., Ltd. was 312. Among them, there were 32 senior managers, 46 middle managers, 62 administrative staff, and 172 grassroots employees. A questionnaire was conducted with 225 employees and 213 questionnaires were recovered, accounting for about 94.67%.

## **1.5 Research Significance**

This study explores the influencing factors of performance appraisal in small and medium-sized property management companies, aiming to deepen the application research of performance appraisal mechanism in service-oriented enterprises. By identifying and analyzing key influencing factors, the study provides theoretical support for enterprises to optimize the performance appraisal system, improve the scientificity and fairness of the appraisal, and thus enhance the work enthusiasm of employees and the overall operational efficiency of the enterprise.

### **Theoretical significance:**

Studying the influencing factors of performance appraisal of small and medium-sized property management companies is helpful to enrich the theory of enterprise management, especially in the field of small and medium-sized enterprise management. As a labor-intensive industry, the performance of personnel in property management companies is directly related to the service quality and customer satisfaction of the company. By deeply analyzing the influencing factors of performance appraisal, a theoretical basis is provided for the performance appraisal of small and medium-sized enterprises. It is of great significance to promote the scientific and systematic development of performance management of small and medium-sized enterprises.

### **Practical significance:**

At the practical level, studying the factors affecting performance appraisal of small and medium-sized property management companies can help corporate managers identify and understand the key factors affecting employee performance, thereby optimizing the performance appraisal system and improving the fairness and scientificity of the appraisal. By improving performance appraisal, companies can not only improve employee work enthusiasm and satisfaction, but also promote the improvement of the overall operational efficiency of the company, thereby enhancing market competitiveness. In addition, the research results can also provide a reference for related companies to formulate effective human resource management policies.

## **1.6 Definition of Key Terms**

### **1.6.1 ERG Theory**

ERG theory is a motivation theory proposed by Clayton Alderfer, which aims to explain the relationship between human motivation and needs. ERG theory divides human needs into three categories: Existence Demand, Relationship Needs and Growth Needs.

### **1.6.2 Property Management**

Property management refers to the systematic and standardized management of the operation, maintenance and management of properties by property management companies or other professional organizations, and the provision of comprehensive services including security management, environmental maintenance, facility maintenance, financial management, etc. to owners or users to ensure the preservation and appreciation of the value of property assets and the quality of life of owners.

### **1.6.3 Performance Management**

Performance management refers to the process by which an organization achieves its strategic goals by setting goals, monitoring implementation, evaluating results and providing feedback in a systematic and continuous manner to improve the performance of individual employees and the overall team.

### **1.6.4 Enterprise Performance Appraisal**

Enterprise performance appraisal refers to the systematic evaluation and measurement of employees' or departments' performance at work by setting standards and goals. Its purpose is to understand employees' work results, efficiency and contribution to corporate goals, so as to provide a basis for human resource decisions such as remuneration, promotion, rewards and training. Performance appraisal not only helps companies optimize resource allocation, but also motivates employees to improve their work performance and promote the overall development of the company.

### **1.6.5 Existence Demand**

This term generally refers to the basic needs or necessities that ensure an individual's survival and well-being. In a workplace context, it may involve factors like salary, job security, and safe working conditions, which are essential for an employee's basic welfare.

#### **1.6.6 Relationship Needs**

This term involves the social needs of individuals, such as the need for interpersonal connections, belonging, and positive interactions with colleagues. In the workplace, relationship needs might include teamwork, supportive management, and a sense of community.

#### **1.6.7 Growth Needs**

Growth needs refer to an individual's desire for personal development, self-fulfillment, and achievement of potential. In the work environment, growth needs might involve opportunities for advancement, skill development, and tasks that encourage creativity and innovation.



## Chapter 2 Literature Review

### 2.1 Current Status of Performance Management of Small and Medium-sized Property Management Enterprises

The research on corporate performance management in China has developed with the development of the market economy after the reform and opening up. As human resource management has become the core work of enterprises, performance management has become more important and has become a hot topic for many enterprises and scholars. The research on performance management in China has gone through the process of introduction, reference, application and re-development. In the early stage of reform and opening up and the development of the market economy, Chinese scholars mainly translated and introduced various foreign theories on performance management.

In the field of performance management research of small and medium-sized enterprises, in response to the impact of the epidemic, factor analysis was used to evaluate and analyze the performance management of small and medium-sized enterprises from four dimensions: operation, profitability, debt repayment, and growth (Zhou et al., 2022). From the perspective of innovation performance, the development of small and medium-sized enterprises was regarded as an intermediary variable rather than the ultimate goal (Liu, 2021). In the study of the performance management of small and medium-sized enterprises in China, it was found that small and medium-sized enterprises generally lacked the concept of performance management, had an imperfect system, or only focused on the assessment of financial indicators (Lv, 2016), and proposed to use performance management to solve the problem of backward business management concepts (Wang, 2016).

Some scholars have conducted research on optimizing the performance management system. For example, based on the key performance method and the characteristics of Chinese enterprises, they have optimized the components of the key performance system and put forward improvement suggestions (Song, 2022). In the performance evaluation of human resource management in small and medium-sized enterprises, the elements of the balanced scorecard are improved, and corporate social responsibility is incorporated into the balanced scorecard for research based on China national conditions (Wu, 2020). The performance evaluation system of state-owned enterprises is studied, and suggestions for improving the performance evaluation indicators and systems of state-owned enterprises are put forward (Zheng et al., 2016).

Many scholars tend to raise performance management to the strategic management level for research. Based on the background of big data, they put forward the concept of strategic performance management of human resource management, raised performance management to the corporate strategic level, and promoted the optimization of human resource efficiency (Liu, 2021). By using tools such as the balanced scorecard, a corporate strategic performance management system is established, which is improved from the aspects of performance planning,



communication, evaluation and informatization, and safeguards for optimizing strategic performance management are proposed (Yuan, 2021). Therefore, in the face of the problem of backward corporate management concepts, this article is based on the research on the optimization of performance appraisal of small and medium-sized property management companies, which has certain value.

## **2.2 Connotation of small and medium-sized property management enterprises**

Small and medium-sized property management refers to the management and maintenance of houses and attached facilities and equipment by owners and property management companies in accordance with the contractual agreement through the selection and appointment of relevant property management service companies, as well as sanitation, greening and organization of other activities within the expected property management services. China's Property Law stipulates that owners can manage their properties by themselves or entrust small and medium-sized property management companies to manage them (Marzouk & Zaher, 2020).

Small and medium-sized property management companies can be divided into residential properties and commercial properties according to different management types. Residential properties are buildings with residential functions, including residential communities, apartments, villas, etc.; commercial properties refer to properties that can obtain added value returns through operation or can be held for continuous appreciation. Commercial properties can be specifically divided into commercial service properties and office properties (Chen et al., 2020).

## **2.3 ERG Theory**

In 1969, Clayton Adherer of Yale University proposed a new humanistic needs theory, the ERG (Existence, Relatedness and Growth ) theory. Adherer believes that the ERG theory divides human core needs into three categories: Existence Demand, Relationship Needs, and Growth Needs ( Nan et al., 2019).

### **2.3.1 Existence Demand**

Existence needs are related to the existence or survival of the organism, including clothing, food, shelter, and the means provided by the work organization to obtain these factors. This is actually equivalent to the physiological needs and safety needs in Maslow's hierarchy of needs theory.

In small and medium-sized enterprises, the remuneration ratio of management and general employees is similar, and the remuneration gap is small, which can easily lead to negative emotions. Employees believe that they are not rewarded enough after spending a lot of time and energy (Liu, 2022). As the indicator with the highest weight coefficient in corporate performance evaluation, remuneration and benefits play a vital role in building harmonious labor relations, thereby effectively improving the company's operating performance (Wei et al., 2014). The importance of the working environment is reflected in the formation of a harmonious, cooperative, and positive working environment and atmosphere in labor relations, which will help guide the

relationship between enterprises and employees in a more stable and harmonious direction (Ma & Kong, 2015). As a material incentive in employee incentives, remuneration not only meets the physiological needs of employees in the need hierarchy, but also provides a stable income in terms of food, clothing, housing, transportation, etc., and meets the safety needs of employees (Ma, 2012). remuneration and benefits are considered to be the primary factor for the survival of company members. In order to obtain the material rewards needed for personal and family basic life, employees must achieve this by creating value for the company. This includes basic remuneration, performance remuneration, bonuses, and other monetary and monetary rewards (Li, 2023). In addition, employees generally consider the singleness of the company's remuneration and benefits as the main driving force behind their job-hopping (Zou & Wen, 2022).

### **2.3.2 Relationship Needs**

Relatedness refers to the need to develop interpersonal relationships. This need is met through contact and interaction with other people at work or outside of work. It is equivalent to the emotional needs and part of the respect needs in Maslow's hierarchy of needs theory.

The field of labor relations in China is experiencing a new development trend, in which the contradictions and conflicts in labor relations are gradually showing a trend of expansion and complexity, which has brought great challenges to the construction of a harmonious society (Li, 2014). Relationship needs refer to the social needs and external respect needs that individuals pursue to maintain friendly relationships after integrating into the work group (Zhang et al., 2021). Employees' relationship needs are mainly reflected in the degree of their attention to the work environment and status. A harmonious working environment can promote good relationships between employees. At the same time, whether the status of employees in the unit is fully valued is also an important factor in relationship needs (Chen, 2021). Interpersonal relationships can promote the improvement of employees' labor relationship satisfaction. Enterprises not only need to make multi-dimensional and all-round investments in the basic needs of employees' survival needs, but also invest in employees' interpersonal relationships to achieve a high level of employees' labor relationship satisfaction perception (Sun & Ma, 2023). In shaping a good atmosphere of trust, collaboration, learning and innovation within the enterprise and among employees, it is also considered to be the core of improving employee satisfaction. This emphasizes the need for companies to focus on cultivating a positive cultural atmosphere to promote better interactions among employees (Zhang et al., 2017).

### **2.3.3 Growth Needs**

The ERG needs theory refer to people's driving force for excellence and excellence, their desire to succeed, and their hope to be affirmed and recognized by others in order to gain self-confidence and a sense of accomplishment.

The important issue in enterprise operation management is the motivation and supervision of human resources. At the same time, it is stated that China motivation theory mainly studies three major aspects. The first is economic monetary incentives, followed by social status and power incentives, and finally cultural incentives (Wang & Wang, 2006). The so-called motivation

is a process of stimulating human initiative, and some effective means or methods will be used here. Scientific motivation plays a very important role, which is conducive to enabling employees to achieve their work goals excellently and quickly improve their work performance (Zhong, 2019). Talent is the biggest advantage of an enterprise. Enterprises should encourage employees in many ways and closely combine their development with the fate of the enterprise. Whether it is the enterprise or the employees, the performance results are shared and the risks and responsibilities are shared. Ensure that the initiative, creativity and work enthusiasm of employees can be fully mobilized to ensure the competitiveness of the enterprise (Dai, 2018). Based on the current development status of Chinese enterprises, the importance of incentive mechanisms to improving the level of performance management has been recognized by some enterprises, but because the management concepts of most enterprises are still relatively backward, there are certain deficiencies in the incentive mechanism, and the long-term needs of employees are not taken seriously, which will eventually affect the effectiveness of the incentive mechanism (Wei, 2001). The market environment faced by enterprises is constantly changing. In order to truly give full play to the effectiveness of employee incentives in Chinese enterprises, it is necessary to learn from the theory of incentive mechanisms based on the actual situation of enterprise management, and carefully study and explore various factors, solutions and countermeasures. However, theory only plays a basic guiding role in practice, and enterprise managers should make corresponding flexible changes based on their own actual situation (Fisher & Page, 2008). China small and medium-sized enterprises have not yet scientifically established a remuneration system and performance management system, but only blindly pursue material incentives and ignore the spiritual encouragement of employees through cultural construction. China small and medium-sized enterprises have a single development mode and a single form, lacking scientific application. Managers should stand from the unique perspective of the enterprise itself, make full use of the theory and practical experience of the incentive mechanism, and scientifically and effectively establish an employee management incentive system (Zhang et al., 2021).

With the continuous changes and development of the domestic economy, the government's support policies are more inclined to small and medium-sized enterprises, and many scholars have also conducted in-depth research on employee incentives. In the "Management Methods for Enterprises to Motivate Employees", the study pointed out that most companies at this stage often ignore the potential of employees and the subjective initiative of people when facing difficulties, and only focus on the lack of external equipment and facilities and technical processes, and do not really reflect the motivation of employees in human resource management (Li, 2021). Employees determine the future development trend of the company, so people's subjective initiative is very important. Fully mobilizing the enthusiasm of employees is an issue that every company should focus on, so it is necessary to pay attention to employee incentives. The incentive measures implemented for employees are not static, but should be dynamic and sustainable. It is feasible to formulate different incentive measures according to the characteristics of each person (Huang, 2007). If you want to quickly stimulate employees' enthusiasm and enthusiasm for work,

the most intuitive way is to increase their income level. remuneration and benefits are the modules that employees of Chinese companies pay the most attention to at this stage. this paper must recognize people's needs and formulate corresponding incentive measures according to their needs (Liu, 2014).

#### **2.4 Enterprise Performance Appraisal**

For enterprises, human resources are the core competitiveness of enterprises. Competition between enterprises mainly depends on the development and performance management of employees, and performance management is the cornerstone of human resource management. Only by establishing a reliable and comprehensive performance appraisal system can enterprises make intuitive and accurate evaluations of employees' personal abilities and work performance. (Zhang, 2018). The performance appraisal of an enterprise should objectively evaluate the various indicators of the object being appraised, including work performance, management ability, and market adaptability. The appraisal process should be systematic, organized, objective, true, and comprehensive, and the ability, personality, behavior attitude, and contribution of the object being appraised should be comprehensively appraised. The performance appraisal system should be a systematic project that includes appraisal procedures, appraisal norms, and appraisal methods (Fang, 2014). Luo (2021) conducted an in-depth analysis of different performance management theories. The effective implementation of the performance appraisal system is considered to be a means to stimulate employee enthusiasm, create a good working environment, and promote the development of the company's human resources. It can enhance the market competitiveness of the enterprise and promote the healthy development of the company.

#### **2.5 Introduction to Huisheng Real Estate Company**

Zhuhai Huisheng Real Estate Co., Ltd. was established in April 2014 with a registered capital of RMB 13.8 million. The company's business scope includes property management, property leasing, parking management, landscaping, cleaning services, security services, corporate management services, engineering maintenance, house repairs, office equipment leasing, and wholesale and retail of building materials and daily necessities.

In August 2014, the company acquired 2,730.93 square meters of construction land at No. 125, Jinji Road, Qianshan, Zhuhai City, and completed the construction of Huisheng Commercial Building in January 2017. The building is located in the core business district of Qianshan, with a superior geographical location, convenient transportation, and mature surrounding business districts. The total construction area is 9,945.2 square meters, including a first-floor shop and two to thirteen floors of office buildings. Its property sector is one of the few first-class property management companies in Zhuhai, and is currently in a rapid development stage.

#### **2.6 Theoretical Framework**

Based on the ERG theory and literature review, the theoretical framework of this study was determined as shown in Figure 2.1.

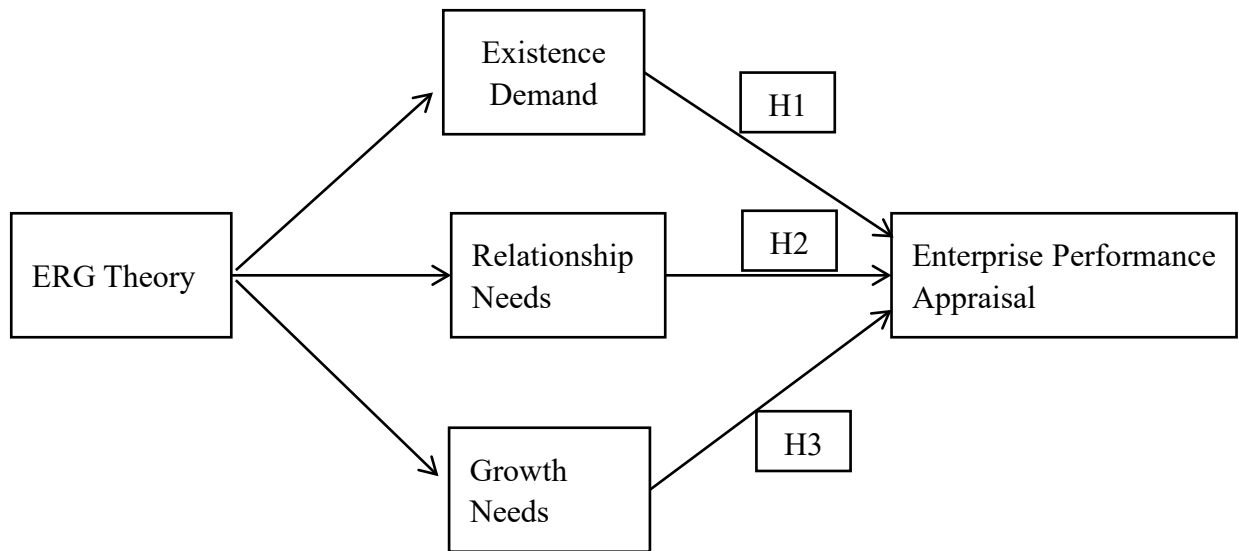
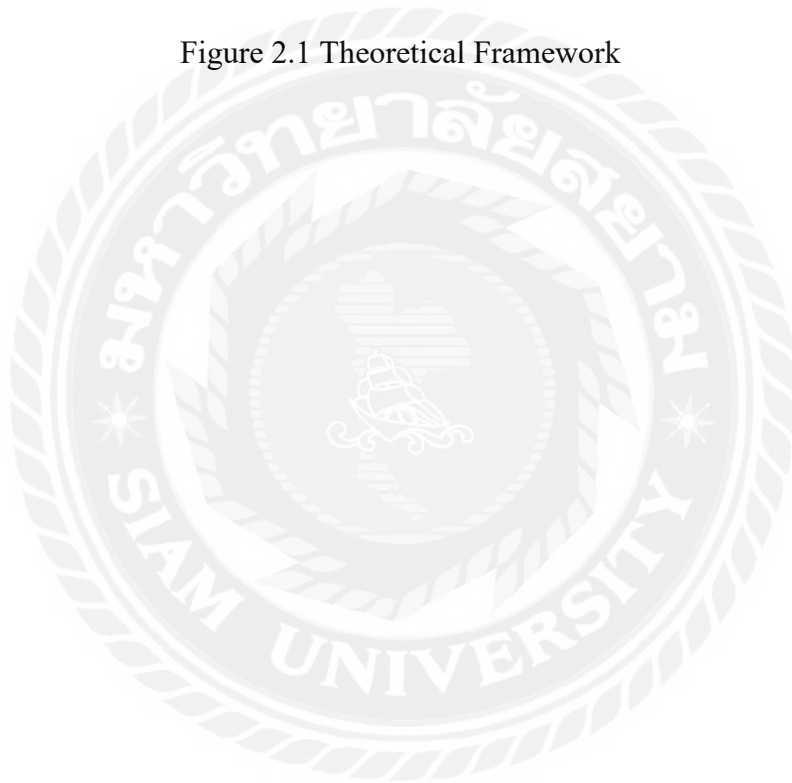


Figure 2.1 Theoretical Framework



## **Chapter 3 Research Methodology**

### **3.1 Research Design**

This study mainly used the quantitative objectives analysis method. The literature review is to search for literature related to the research objectives from various journals, magazines, and websites to provide theoretical verification for the research.

### **3.2 Population and Sample**

The population of the study was the employees of Huisheng Real Estate Company in the 2024, totalling 312. The random sampling method was adopted. First, the department was stratified and classified, and then random sample allocation was implemented within each specific department. Random sampling distribution was carried out within each department. This method helps to eliminate the impact of potential internal departmental differences on the sample, ensures the representativeness of the sample, and makes the research results more universal and generalizable. The number of employees randomly selected was 225.

### **3.3 Hypothesis**

H1: Existence demand has a positive impact on the performance appraisal of Huisheng Real Estate Company.

H2: Relationship needs have a positive impact on the performance appraisal of Huisheng Real Estate Company.

H3: Growth needs have a positive impact on the performance appraisal of Huisheng Real Estate Company.

### **3.4 Research Instrument**

The questionnaire for this study was designed based on the ERG theory. The questionnaire is divided into four parts (see the appendix for details). The questionnaire design contains a total of 25 questions, using the Likert 5-point scoring method, with 1 to 5 representing very dissatisfied, dissatisfied, average, satisfied, and very satisfied, respectively. The first part is the demographic information of the employees participating in the questionnaire (questions 1-5), including gender, age, position, education, and years of work; the second part is the evaluation of the satisfaction of the employees with the company's remuneration and benefits (questions 6-10); the third part is the evaluation of the satisfaction of the employees with the company's interpersonal relationships (questions 11-15); the fourth part is the evaluation of the satisfaction of the employees with the company's promotion mechanism (questions 16-20); the fifth part is the evaluation of the satisfaction of the employees with the company's performance appraisal (questions 21-25).

Table 3.1 Performance Appraisal Questionnaire of Huisheng Real Estate Company

Variable	Questions	Coding
Existence Demand	1.Are you satisfied with the company's overall level of remuneration and benefits in the industry? ?	Q6
	2.Do you think your remuneration level is consistent with the job content and responsibilities?	Q7
	3.Are you satisfied with the company's current remuneration increase mechanism (such as annual remuneration adjustment, performance bonus, etc.)?	Q8
	4.Are you satisfied with the flexible benefits currently implemented by the company (such as insurance, housing subsidies, etc.)?	Q9
	5.Are you satisfied with the company's overtime pay policy?	Q10
Relationship Needs	1.Are you satisfied with the overall working atmosphere of the company?	Q11
	2.Are you satisfied with the cross-departmental collaboration in the company?	Q12
	3.How satisfied are you with the interpersonal relationships between superiors and subordinates in your company?	Q13
	4.Do you think that the communication between the evaluator and the person being evaluated is smooth in the current performance appraisal system?	Q14
	5.Are you satisfied with the effect of the team-building activities organized by the company every year in enhancing the relationship among employees?	Q15
Growth Needs	1.Are you satisfied with the fairness of the company's promotion mechanism?	Q16
	2.Are you satisfied with the evaluation criteria of the company's current promotion system?	Q17
	3.Are you satisfied with the career advancement-related training and development opportunities provided by the company?	Q18
	4.Are you satisfied with the effectiveness of the company's promotion mechanism in improving personal work enthusiasm?	Q19
	5.Are you satisfied with the match between the company's promotion mechanism and your personal career plan?	Q20

Enterprise Performance Appraisal	1.Are you satisfied with the company’s current performance appraisal system?	Q21
	2.Are you satisfied with the alignment between the formulation and execution of your company’s performance?	Q22
	3.Are you satisfied with the company’s current performance feedback and complaint mechanism?	Q23
	4.Are you satisfied with the actual application of performance appraisal results in your work?	Q24
	5.Are you satisfied with the role of the performance appraisal system in improving your personal work performance?	Q25

### 3.5 Reliability and Validity Analysis of the Scale

#### 3.5.1 Reliability Analysis

Reliability reflects whether the scale has good reliability and internal consistency. Cronbach alpha coefficient is an indicator for testing the reliability of questionnaires and is widely used in the analysis of empirical data. The value of Cronbach alpha coefficient ranges from 0 to 1. The closer it is to 1, the higher the reliability of the scale. Generally speaking, when Cronbach alpha coefficient  $\geq 0.6$ , it indicates that the reliability of the scale is barely acceptable; when Cronbach alpha coefficient  $\geq 0.7$ , it indicates that the reliability of the scale is good; when Cronbach alpha coefficient  $\geq 0.8$ , the reliability of the scale is good; when Cronbach alpha coefficient  $\geq 0.9$ , the reliability of the scale is very ideal. This study uses Cronbach alpha coefficient greater than 0.7 as the acceptance standard.

Table 3.2 Reliability Analysis

Variable	Cronbach alpha	Number of items
Existence Demand	0.861	5
Relationship Needs	0.888	5
Growth Demand	0.869	5
Enterprise Performance Appraisal	0.897	5

Table 3.2 shows the reliability test results of the four scales in this study. As can be seen from the table, the Cronbach alpha coefficient of the remuneration and benefits satisfaction scale is 0.861; the Cronbach alpha coefficient of the interpersonal relationship satisfaction scale is 0.888; the Cronbach alpha coefficient of the promotion mechanism satisfaction scale is 0.869; and the Cronbach alpha coefficient of the enterprise performance appraisal satisfaction scale is 0.897. It can be seen that the Cronbach alpha coefficients of the four scales in this study are all greater than 0.7, that is, the reliability of the scale has passed the test.



### 3.5.2 Validity Analysis

Validity analysis is used to test the validity of the measurement scale, that is, the degree of agreement between the measurement scale and the preset measurement content. The higher the degree of agreement between the scale and the higher the validity. Before conducting exploratory factor analysis, KMO and Bartlett's sphericity test were first performed on the scale to determine whether the scale was suitable for exploratory factor analysis. Generally speaking, when the KMO value is  $>0.6$ , exploratory factor analysis can be performed. In addition, when the probability of significance of the Bartlett sphericity test chi-square statistic is lower than 0.05, it can also indicate that the questionnaire data is suitable for exploratory factor analysis.

Table 3.3 KMO and Bartlett's test of Sphericity

KMO Value		0.911
Bartlett's test of sphericity	Approximate chi-square	2578.143
	Degrees of freedom	190
	Significance	0.000

Table 3.3 shows the results of KMO and Bartlett's test of sphericity for the scale. As can be seen from the table, the KMO value of the scale is 0.911, which is greater than 0.6, and the Bartlett sphericity test result (Sig=0.000) is significant, indicating that the scale is suitable for exploratory factor analysis.

### 3.6 Data Collection

This study collected 225 questionnaires through the modern online survey methods from February to August 2024. After review, it was found that 12 questionnaires were invalid, so the final valid questionnaires were 213.

### 3.7 Data Analysis

This study employs a quantitative research methodology, utilizing statistical analysis to interpret a substantial dataset, thereby deriving meaningful insights and formulating conclusions and recommendations. The data analysis techniques implemented in this research include reliability analysis, validity analysis, descriptive statistical analysis, correlation analysis, and regression analysis. A total of 213 online questionnaires were distributed and collected from Huisheng Real Estate Company, and the responses were subjected to detailed analysis using the SPSS software. This rigorous and precise process provides robust support for data analysis.

## Chapter 4 Findings and Discussion

### 4.1 Analysis Results

#### 4.1.1 Sample Demographic Characteristics

In the sample, gender distribution is relatively balanced, with 113 males, accounting for 53.05%, and 100 females, accounting for 46.95%. In terms of positions, grassroots employees dominate, with a total of 177 employees, accounting for 83.10%; there are 24 middle-level managers and 12 senior managers (5.63%).

The age distribution is relatively even, with the largest number of employees in the 40-49 age group, reaching 85 employees, accounting for 39.91%, followed by the 50-year-old and above age group, with 69 employees, accounting for 32.39%. In terms of education, most sample have high school to college education, with 82 employees (38.50%) and 71 employees (33.33%) respectively; the proportion of undergraduate and above education is relatively low, with only 47 employees (22.07%) and 13 employees (6.10%).

In terms of working experience, the largest number of employees have 3 to 5 years of working experience, totaling 82 employees, accounting for 38.50%; followed by sample with more than 5 years of working experience and 1 to 3 years of working experience, with 63 employees (29.58%) and 35 employees (16.43%) respectively. The number of sample with less than 1 year of working experience is the smallest, with only 33 employees, accounting for 15.49%.

Table 4.1 Demographic Information of the Sample

Variable	Category	Frequency	Percentage
Gender	Male	113	53.05%
	Female	100	46.95%
Position	Grassroots employees	177	83.10%
	Middle Management	twenty four	11.27%
	Senior Management	12	5.63%
Age	18-29	9	4.23%
	30-39	50	23.47%
	40-49	85	39.91%
	50 years and above	69	32.39%
Education	High school and below	82	38.50%
	College	71	33.33%
	Undergraduate	47	22.07%
	Master degree and above	13	6.10%
Years of working experience	Less than 1 year	33	15.49%
	1-3 years	35	16.43%
	3-5 years	82	38.50%
	5 years and above	63	29.58%

#### 4.1.2 Descriptive Statistical Analysis of Variables

The results in Table 4.2 show that employees' satisfaction with the consistency between remuneration level and work content and responsibilities, remuneration growth mechanism and flexible benefits are all lower than the mean value of 3.0, which are 2.103, 1.887 and 2.089 respectively. This shows that most employees believe that their remuneration is not in line with the work content and responsibilities they undertake, and they are strongly dissatisfied with the remuneration growth mechanism (such as annual remuneration adjustment, performance bonus, etc.), and their satisfaction with flexible benefits (such as insurance, housing subsidies, etc.) is not high. In terms of overall satisfaction with remuneration and benefits and overtime pay policy, although the satisfaction means are 2.751 and 2.822 respectively, which are slightly higher than the above indicators. They are still lower than 3.0, indicating that employees are also dissatisfied with the company's remuneration and benefits level and overtime pay policy in the industry to a certain extent.

Table 4.2 Descriptive Statistical Analysis of Satisfaction with Existence Demand

Measurement items	Sample size	Minimum	Maximum	Mean	Standard deviation	Skewness	Kurtosis
Employee, are you satisfied with the overall level of remuneration and benefits of the company in the industry?	213	1	5	2.751	1.331	0.563	-0.971
Do you think your remuneration level is consistent with the job content and responsibilities?	213	1	5	2.103	1.120	0.955	0.301
Are you satisfied with the company's current remuneration increase mechanism (such as annual remuneration adjustment, performance bonus, etc.)?	213	1	5	1.887	1.062	1.323	1.123
Are you satisfied with the flexible benefits (such as insurance, housing allowance, etc.) currently implemented by the company?	213	1	5	2.089	1.200	1.166	0.573
Are you satisfied with the company's overtime pay policy?	213	1	5	2.822	1.344	0.165	-1.200

Table 4.3 show that employees' satisfaction with the company's overall working atmosphere, superior-subordinate interpersonal relationships, smooth communication in performance appraisals, and the effectiveness of team-building activities are all lower than the mean value of 3.0, which are 2.066, 2.390, 2.380, and 2.305, reflecting a greater degree of dissatisfaction among

employees, especially the working atmosphere and performance appraisal communication, with the mean value significantly lower than 3.0. In terms of satisfaction with cross-department solidarity and collaboration relationships, the mean value of 2.657 is the highest among all measurement items, but is still slightly lower than 3.0, indicating that there is room for improvement in this aspect.

Table 4.3 Descriptive statistical Analysis of Satisfaction with Relationship Needs

Measurement items	Sample size	Minimum value	Maximum value	Mean	Standard deviation	Skewness	Kurtosis
Are you satisfied with the overall working atmosphere of the company?	213	1	5	2.066	1.423	1.014	-0.407
Are you satisfied with the cross-departmental collaboration in the company?	213	1	5	2.657	1.563	0.412	-1.372
How satisfied are you with the interpersonal relationships between superiors and subordinates in your company?	213	1	5	2.390	1.179	0.790	-0.085
Do you think that in the current performance appraisal system, the communication between the appraiser and the appraisee is smooth?	213	1	5	2.380	1.278	0.667	-0.555
Are you satisfied with the effect of the team-building activities organized by the company every year in enhancing the relationship between employees?	213	1	5	2.305	1.250	0.838	-0.258

The results in Table 4.4 show that employees are highly dissatisfied with many aspects of the company's promotion mechanism. The mean of the fairness of the promotion mechanism is 1.925, which is significantly lower than the mean value of 3.0, indicating that employees believe that the promotion process lacks fairness and transparency and requires the company to conduct systematic review and improvement. The average satisfaction mean value of the evaluation criteria of the current promotion system is 2.033, which is also lower than 3.0, showing that the rationality and transparency of the evaluation criteria are insufficient. Relatively speaking, the satisfaction level with the career promotion-related training and development opportunities

provided by the company is relatively high, at 2.906, but there is still room for further optimization. The average satisfaction level of the matching between the promotion mechanism and personal career plans is 1.859, which is close to the lowest point, indicating that employees are extremely dissatisfied with the fit between the promotion mechanism and personal career development plans.

Table 4.4 Descriptive Statistical Analysis of Satisfaction with Growth Needs

Measurement items	Sample size	Minimum value	Maximum value	Mean	Standard deviation	Skewness	Kurtosis
Are you satisfied with the fairness of the company's promotion mechanism?	213	1	5	1.925	1.147	1.285	0.820
Are you satisfied with the evaluation criteria of the company's current promotion system?	213	1	5	2.033	1.143	1.123	0.479
Are you satisfied with the career advancement-related training and development opportunities provided by the company?	213	1	5	2.906	1.557	0.074	-1.522
Are you satisfied with the effect of the company's promotion mechanism on improving personal work enthusiasm?	213	1	5	2.061	1.217	1.102	0.302
Are you satisfied with the match between the company's promotion mechanism and your personal career planning?	213	1	5	1.859	1.032	1.326	1.233

The results in Table 4.5 show that employees are mostly dissatisfied with the company's performance appraisal system. The mean of satisfaction with the current performance appraisal system is 1.906, which is significantly lower than 3.0, reflecting that employees are extremely dissatisfied with the fairness and transparency of the system. The mean of satisfaction with the application of performance appraisal results in work is 1.939, close to the minimum value, indicating that the actual application effect is not good. The mean of satisfaction with the role of the performance appraisal system in promoting personal work performance is 2.437, which is higher than other items, but still lower than 3.0, indicating that the current incentive effect is not good.

Table 4.5 Descriptive Statistical Analysis of Satisfaction with Enterprise Performance Appraisal

Measurement items	Sample size	Minimum	Maximum	Mean	Standard deviation	Skewness	Kurtosis
Are you satisfied with the company's current performance appraisal system?	213	1	5	1.906	1.174	1.138	0.248
Are you satisfied with the alignment between the formulation and execution of your company's performance?	213	1	5	3.005	1.298	0.305	-1.122
Are you satisfied with the company's current performance feedback and complaint mechanism?	213	1	5	2.296	1.206	0.798	-0.190
Are you satisfied with the actual application of performance appraisal results in your work?	213	1	5	1.939	1.229	1.225	0.272
Are you satisfied with the role of the performance appraisal system in improving personal performance?	213	1	5	2.437	1.300	0.654	-0.628

#### 4.1.3 Correlation Analysis

This study used the method of Pearson correlation analysis to examine the significance and direction of the degree of linear correlation between variables. When using Pearson correlation analysis, the correlation coefficient R is generally used to describe the degree of linear correlation between variables. If the correlation coefficient The value of R is less than 0, which indicates that the correlation between the two variables is negative, while if the value of the correlation coefficient R is greater than 0, it indicates that the correlation between the two variables is positive.

Table 4.6 Correlation Analysis

variable	Satisfaction with remuneration and benefits	Relationship satisfaction	Satisfaction with promotion mechanism	Enterprise performance appraisal satisfaction
Existence Demand	1			
Relationship Needs	0.349**	1		
Growth Needs	0.529**	0.490**	1	
Enterprise Performance Appraisal	0.467**	0.488**	0.535**	1

Note: \* indicates  $p < 0.05$ , \*\* indicates  $p < 0.01$ , \*\*\* indicates  $p < 0.001$ .

Table 4.6 shows the correlation coefficients between various variables. The results show that the correlation coefficient between remuneration and benefits satisfaction and corporate performance appraisal satisfaction is 0.467,  $P < 0.01$ , passing the significance test, indicating that remuneration and benefits satisfaction is significantly positively correlated with corporate performance appraisal satisfaction. Interpersonal relationship satisfaction: the correlation coefficient between enterprise performance appraisal and satisfaction is 0.488,  $P < 0.01$ , which passed the significance test, indicating that satisfaction with interpersonal relationships is significantly positively correlated with satisfaction with corporate performance appraisal. Satisfaction with the promotion mechanism and satisfaction with corporate performance appraisal: the correlation coefficient of degree is 0.535,  $P < 0.01$ , which passed the significance test, indicating that there is a significant positive correlation between satisfaction with the promotion mechanism and satisfaction with corporate performance appraisal. The result show that these factors play an important role in the impact of employee satisfaction on performance appraisal.

#### 4.1.4 Regression Analysis

The multiple linear regression method is a statistical analysis method used to study the linear relationship between multiple independent variables and a dependent variable. It predicts or explains changes in the dependent variable by establishing a linear equation, and uses multiple linear regression analysis to test relationship between various variables.

The correlation analysis results show that there is a significant positive correlation between remuneration satisfaction, interpersonal relationship satisfaction, promotion mechanism satisfaction and corporate performance appraisal satisfaction.

Table 4.7 Model Summary

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard estimate error	Change Statistics				
				R <sup>2</sup> change	F change amount	Degree of freedom 1	Degree of freedom 2	Significance F change amount
0.623	0.389	0.38	0.823	0.389	44.296	3	209	0

Note: Predictor variables: (1) satisfaction with remuneration and benefits, (2) relationship satisfaction, (3) satisfaction with promotion mechanism.

Dependent variable: corporate performance appraisal satisfaction

As can be seen from Table 4.7, the R<sup>2</sup> of the regression model is 0.389, indicating that the three independent variables of satisfaction with remuneration and benefits, relationship satisfaction, and satisfaction with promotion mechanism can explain 38.9% of the change in the dependent variable of corporate performance appraisal satisfaction.

Table 4.8 Variance Table

Model		Sum of squares	Degrees of freedom	Mean square	F	Significance
1	Return	90.049	3	30.016	44.296	0.000
	Residual	141.623	209	0.678		
	Total	231.672	212			

As can be seen from Table 4.8, the F value of the regression model = 44.296,  $P < 0.01$ , indicating that at least one variable among the three independent variables of remuneration satisfaction, interpersonal relationship satisfaction, and promotion mechanism satisfaction has an impact on the dependent variable of corporate performance appraisal satisfaction has a significant impact.

Table 4.9 Regression Coefficients

Variable	Unstandardized coefficient	Standard error	Standardized coefficient	t	p	Collinearity statistics	
	B		Beta			Tolerance	VIF
Constant	0.74	0.264		2.807	0.005	-	-
Satisfaction with remuneration and benefits	0.238	0.069	0.222	3.455	0.001	0.71	1.408
Relationship satisfaction	0.254	0.058	0.271	4.341	0.000	0.748	1.336
Satisfaction with promotion mechanism	0.298	0.072	0.285	4.13	0.000	0.614	1.629

As can be seen from Table 4.9, the regression equation is corporate performance appraisal satisfaction =  $0.74 + 0.238$  remuneration satisfaction +  $0.254$  interpersonal relationship satisfaction +  $0.298$  promotion mechanism satisfaction. Among them, the standardized regression coefficient of remuneration satisfaction on corporate performance appraisal satisfaction is 0.222,  $p < 0.001$ , indicating that remuneration satisfaction has a significant positive impact on corporate performance appraisal satisfaction; interpersonal relationship satisfaction on corporate performance appraisal satisfaction The standardized regression coefficient of is 0.271,  $p < 0.001$ , indicating that interpersonal relationship satisfaction has a significant positive impact on corporate performance appraisal satisfaction; the standardized regression coefficient of promotion mechanism satisfaction on corporate performance appraisal satisfaction is 0.285,  $p < 0.001$ , indicating that promotion mechanism satisfaction has a significant positive impact on corporate performance appraisal satisfaction.

## 4.2 Discussion



#### **4.2.1 Reasonable remuneration benefits affect the management performance of Huisheng Real Estate Company**

Reasonable remuneration and benefits are considered to be a key factor in employees' work motivation. When employees are satisfied with their remuneration level, they tend to devote more time and energy to their work, thereby improving their work performance and further improving their satisfaction with the performance appraisal system. In addition, the fairness of remuneration and benefits has a direct impact on employees' psychological feelings. If employees believe that their efforts are matched with the rewards they receive and that they are fair compared to other colleagues, they will feel respected and recognized. This sense of fairness and respect can enhance employees' sense of belonging to the company, thereby prompting them to participate more actively in performance appraisals and improve their overall satisfaction with the performance appraisal system.

#### **4.2.2 Good interpersonal relationships affect the management performance of Huisheng Real Estate Company**

Good interpersonal relationships help promote cooperation and communication among employees. When employees have a positive and trusting relationship, they are more inclined to share information and resources and work together to solve problems, thereby improving the overall performance of the team. This positive team atmosphere is not only conducive to improving work efficiency, but also has a positive impact on performance appraisal, improving employee satisfaction with the performance appraisal system. Secondly, good interpersonal relationships also provide valuable emotional support for employees. When employees face difficulties or challenges, support and encouragement from colleagues and superiors can help them overcome obstacles and maintain a positive work attitude. This emotional support helps to enhance employees' sense of identity with the company's performance appraisal system, thereby improving satisfaction.

#### **4.2.3 Fair promotion mechanism affects the management performance of Huisheng Real Estate Company**

A fair promotion mechanism provides employees with clear career development paths and growth opportunities. When employees believe that the company's promotion mechanism is fair and transparent and conducive to their career development, they tend to be more actively engaged in work and committed to improving their performance levels. This positive professional attitude will be reflected in the performance appraisal, thereby increasing satisfaction with the performance appraisal system. In addition, a reasonable promotion mechanism can ensure that employees' personal goals are consistent with the overall goals of the company. When employees perceive their own growth potential within the company, they will identify more with the company's values and strategic goals. This sense of identification will prompt employees to participate more actively in performance appraisals and contribute to the achievement of corporate goals.

## **Chapter 5 Conclusion and Recommendation**

### **5.1 Conclusion**

#### **5.1.1 Remuneration has a significant motivating effect on management performance**

package of small and medium-sized property management companies plays an important role in motivating employees to improve work performance. The study found that the remuneration structure of Huisheng Real Estate Company was inflexible and difficult to effectively motivate high-performing employees, which affected their work enthusiasm and satisfaction. Therefore, remuneration benefits have become one of the main reasons for reduced corporate performance.

#### **5.1.2 Interpersonal relationships have a significant motivating effect on management performance**

Interpersonal relationships have a significant impact on performance appraisal in small and medium-sized property management companies. Good interpersonal relationships can promote teamwork and work efficiency. The study found that Huisheng Real Estate Company has bad interpersonal relationships, which leads to subjectivity and unfairness in its performance appraisal results and weakens the credibility of the appraisal. Therefore, interpersonal relationships become one of the factors responsible for poor company performance.

#### **5.1.3 Promotion mechanism has a significant incentive effect on management performance**

The promotion mechanism is an important guarantee for the career development of employees, but in small and medium-sized property management companies, the transparency and fairness of the promotion mechanism are often insufficient. The study found that the current promotion mechanism of Huisheng Real Estate Company is likely to cause employee dissatisfaction and mobility, which in turn affects the stability and long-term development of the company. Therefore, the promotion mechanism has become one of the reasons for the company's poor performance.

### **5.2 Recommendation**

#### **5.2.1 Improve the rationality of the remuneration system**

Remuneration and benefits are one of the core issues that employees are concerned about, which directly affects their satisfaction and work enthusiasm. It is also a key factor in the coordination between the company's organizational goals and the personal development goals of employees. A reasonable remuneration structure not only helps companies attract and retain talents, but also stimulates employees' enthusiasm for work and improves work performance. Huisheng Real Estate Company's remuneration and benefits are mainly composed of basic remuneration, performance remuneration, and flexible benefits. In view of its current remuneration system, the following measures can be used to optimize and improve employee remuneration and benefits.

First, Reasonableness of increasing basic wages. The company should reconfirm whether the basic wages are reasonable from three aspects: first, the living and consumption levels of the company's current location. The basic wages should be consistent with the living and consumption levels of employees in the local area; second, the basic wage levels of peer companies. Select companies of the same type and size for reference; third, the basic wages of other local companies. The same region is more valuable for reference. After determining the rationality of the basic wages, the basic wages of employees can be appropriately increased according to the actual situation.

Second, increase the proportion of performance-based wages. Under the premise of determining the basic remuneration, increasing the proportion of performance-based wages will significantly improve the remuneration of employees. First, improve the company's existing performance appraisal system. A more fair, reasonable and scientific performance appraisal system can better motivate employees. Then, investigate the performance-based wage levels of peer companies, determine the company's reasonable performance-based wage amount, and make continuous adjustments based on actual work conditions.

Third, flexible benefits. Benefit distribution should avoid average benefits, secret benefits, position benefits, relationship benefits, etc. Optimizing the way of benefit distribution can enhance employees' right to choose independently. Benefits can be in the form of physical goods, cash or other customized options.

### **5.2.2 Improve the rationality of interpersonal relationships**

In order to give full play to the role of incentives and effectively carry out spiritual incentives, enterprises must attach importance to the construction of corporate culture. Enterprises should build and continuously develop corporate culture in accordance with their own characteristics, optimize the incentive system from the perspective of employees, think from the perspective of employees and guide employees to transform their spiritual needs into work enthusiasm and motivation.

Enterprises should help employees build interpersonal relationships of trust and dependence. Senior management should actively guide employees, hold regular meetings for all employees, convey the company's long-term goals and recent progress, and motivate employees to work hard to achieve the goals. They should also improve the quality of office services and create a comfortable and warm office environment, such as coffee rooms, gyms, and tea rooms, to form a positive cultural atmosphere. At the same time, enterprises should cultivate a distinctive corporate culture to enhance employees' professional enthusiasm, pay attention to employees' labor rights and interests, and promote a people-oriented management concept.

In order to improve the interpersonal relationships of employees, companies should organize team-building activities to enhance mutual understanding and trust among employees and promote teamwork. Providing opportunities for overseas travel not only recognizes employee performance, but also broadens their international perspective and improves their cross-cultural communication skills. Establishing employee excellence medals can motivate employee

performance, while enhancing their sense of identity with corporate culture and promoting healthy competition and cooperation. These measures will effectively strengthen employee relationships, improve teamwork, and promote the overall development of the company.

### **5.2.3 Ensure fairness in the promotion mechanism**

The promotion mechanism requires that the personal abilities of employees match the job requirements. Employees have different abilities and job requirements vary, so the best match is the key to maximize employee potential and enhance corporate value.

First, Clarify the standards for promotion. The company should review the rationality of promotion standards from two perspectives. Clarify the ability requirements and promotion conditions for different positions and ranks to ensure that promotion standards are consistent with job responsibilities and performance; consider the personal development and needs of employees to ensure that the promotion mechanism can promote the career growth of employees and meet their career development expectations.

Second, optimize the transparency of promotions. Improving the transparency of promotion channels will help employees trust and recognize the promotion mechanism. Establish clear promotion processes and requirements, publicize promotion standards and evaluation indicators, so that employees have a clear understanding of promotion opportunities; regularly conduct employee promotion training and feedback to help employees understand the specific requirements and promotion paths for promotion.

Third, improve the post-promotion planning system. Promotion should focus on fairness of opportunity, while also emphasizing support and development after promotion. Provide necessary training and resource support to promoted employees to help them smoothly adapt to new positions and realize their potential; establish a systematic career development plan to ensure that promoted employees have career growth opportunities at their new positions.

### **5.2.4 Optimize performance appraisal mechanism**

Performance appraisal is not only an evaluation of results, but also a process management. By breaking down long-term goals into short-term indicators, employees are continuously urged to achieve their goals, thereby promoting the common growth of the company and employees. In response to the problems of the existing performance appraisal mechanism of Huisheng Real Estate Company, optimization suggestions will be put forward from the aspects of appraisal principles, methods and result application.

First, abide by the principles. Performance appraisal must follow strict principles to ensure its effectiveness. The principle of fairness is the basis for the implementation of the system, ensuring the fairness of the appraisal process. The strict process requires the formulation of clear appraisal standards and standardized procedures, and the maintenance of a rigorous appraisal attitude. The principle of objectivity requires avoiding subjective bias and objectively evaluating employees based on standards.

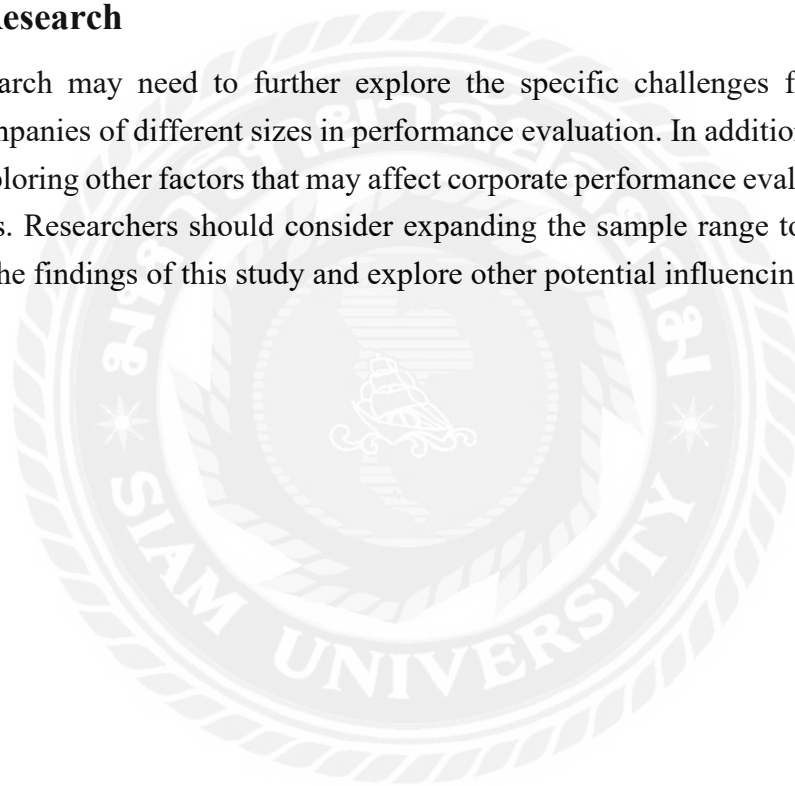
Second, the method is reasonable. Analyze the problems existing in the performance appraisal of Huisheng Real Estate Company and give optimization suggestions. First, the

differentiation of job types should be improved to ensure that the performance appraisal results can reflect the differences in inputs of different jobs and avoid unfair reward distribution. Secondly, it is necessary to enhance job grade differentiation and reflect the results of personal efforts in job grade promotion to better play the incentive role of performance appraisal.

Third, effective application. The core goal of performance appraisal is to give full play to its positive role. It is necessary to effectively integrate the appraisal results with compensation, promotion and interpersonal relationships. Increase the weight of performance in compensation and enhance its incentive effect. At the same time, closely combine performance appraisal with the promotion mechanism to ensure that those with excellent performance are more likely to get promotion opportunities, and raise performance requirements after promotion, ultimately increasing their compensation level.

### **5.3 Further Research**

Future research may need to further explore the specific challenges faced by property management companies of different sizes in performance evaluation. In addition, research should also consider exploring other factors that may affect corporate performance evaluation in different industry contexts. Researchers should consider expanding the sample range to verify the broad applicability of the findings of this study and explore other potential influencing factors.



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## Appendix

Thank you for taking the time to participate in this questionnaire survey. This questionnaire is designed to understand the current status of employee performance appraisal at Huisheng Real Estate Co., Ltd. and your satisfaction and opinions on the current company. This questionnaire is anonymous and is only used for thesis research. The data obtained will only be used for graduation thesis research. Please feel free to fill in the questionnaire. All information you provide will be strictly confidential. Thank you!

### 一、 Personal basic information: (Please tick the corresponding option "√" )

1. What is your gender?  
men                                      women
2. Your position:  
Grassroots staff                      Middle management                      Senior management
3. Your age range is:  
18-29                      30-39                      40-49                      50 years and above
4. Your educational background:  
High school and below    College                      Undergraduate    Graduate students and above
5. How many years have you worked at Huisheng Real Estate Company?  
Less than 1 year    1-3 years                      3-5 years                      More than 5 years

### 二、 Huisheng Real Estate Company Performance Appraisal Satisfaction Survey Questionnaire (1 point means very dissatisfied, 2 points means dissatisfied, 3 points means average, 4 points means satisfied, 5 points means very satisfied, please tick the corresponding option)

Variable	Questions	1	2	3	4	5
Existence Demand	6.Are you satisfied with the company's overall level of remuneration and benefits in the industry? ?					
	7.Do you think your remuneration level is consistent with the job content and responsibilities?					
	8.Are you satisfied with the company's current remuneration increase mechanism (such as annual remuneration adjustment, performance bonus, etc.)?					
	9.Are you satisfied with the flexible benefits currently implemented by the company (such as insurance, housing subsidies, etc.)?					

	10. Are you satisfied with the company's overtime pay policy?					
Relationship Needs	11. Are you satisfied with the overall working atmosphere of the company?					
	12. Are you satisfied with the cross-departmental collaboration in the company?					
	13. How satisfied are you with the interpersonal relationships between superiors and subordinates in your company?					
	14. Do you think that the communication between the evaluator and the person being evaluated is smooth in the current performance appraisal system?					
	15. Are you satisfied with the effect of the team-building activities organized by the company every year in enhancing the relationship among employees?					
Growth Demand	16. Are you satisfied with the fairness of the company's promotion mechanism?					
	17. Are you satisfied with the evaluation criteria of the company's current promotion system?					
	18. Are you satisfied with the career advancement-related training and development opportunities provided by the company?					
	19. Are you satisfied with the effectiveness of the company's promotion mechanism in improving personal work enthusiasm?					
	20. Are you satisfied with the match between the company's promotion mechanism and your personal career plan?					
Enterprise Performance Appraisal	21. Are you satisfied with the company's current performance appraisal system?					
	22. Are you satisfied with the alignment between the formulation and execution of your company's performance?					

	23. Are you satisfied with the company's current performance feedback and complaint mechanism?					
	24. Are you satisfied with the actual application of performance appraisal results in your work?					
	25. Are you satisfied with the role of the performance appraisal system in improving your personal work performance?					

