

The discussion about human resource management of small and medium construction enterprises

Ting Liu¹ Xiaojing Zhou²

^{1,2}School of Economics and Management Engineering, Beijing University of Civil Engineering and Architecture, Beijing 100044, China

¹liutingcyl@163.com, ²xiaojingzhou@163.com

Abstract

"Human resources are the primary resources" is the most valuable resource for construction enterprises. Human resource development on productivity plays a decisive role in ensuring the implementation of its business strategy. With the further development of economic globalization, in an increasingly competitive environment, talent is the core competitiveness of construction enterprises. Any construction enterprises are inseparable from the excellent human resources management, especially for small and medium construction enterprises. Therefore, the establishment, strengthening and improving human resource management and scientifically and rationally playing an active and creative is the fundamental way to grow and develop of small and medium construction enterprises.

Keywords: human resource management, small and medium private construction enterprises, problem, countermeasure

1. Current situation of human resource management

1.1. Resource structure is irrational, staff knowledge level is low

Current situation of human resource in the small and medium construction enter-

prises mainly reflects in low-level personnel surplus, the lack of high-level personnel and irrational personnel structure. As shown in Fig. 1, the junior middle school education level is highest of about 60.9% in the construction industry in 2012. The second high education level is the primary school education accounted for 17.2%. Overall, the proportion of persons for primary school education or less in the construction industry is below the whole country level, but the proportion of persons for junior middle school education is higher than the whole country level. The proportion of persons for senior high school, junior college and undergraduate or above is also below the whole country level. This shows that the proportion of the construction industry practitioners highly educated is very low of only 6.7%. The vast majority are no highly educated.

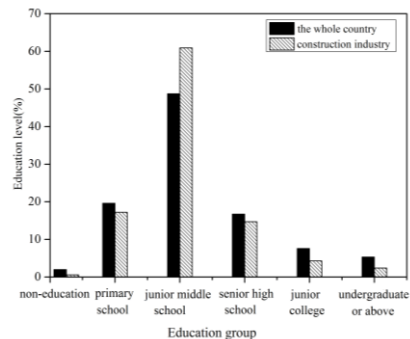


Fig. 1 Statistics of education level in construction industry and the whole country in 2012

Construction enterprises tend to recruit good physical and cultural low quality employees due to the industry's characteristics and high cost in high cultural qualities of the workers hired in recruitment. Construction industry itself is a special industry based on the engineering projects. Both construction enterprises in the project is also a large number of temporary migrant workers, there are also less educated but highly skilled technical workers and experienced management persons, as well as professional and technical persons in the technical field and inexperienced students in colleges. These talents at the different levels have their own characteristics. For their own personal career planning and realization of the value is also different. This is the inherent characteristics of the construction industry, which led to the industry's human resource structure is relatively unstable.

1.2. Liquidity is big, the brain drain

At present, many projects of the construction enterprises are all over the country. With the construction market becoming increasingly competitive, some enterprises have involved in international projects. On the one hand, the grass roots units often adapt the temporary formation of a project management organization based on the specific circumstances of a particular project. The next project's workers are re-adjusted and composited after a project. Moreover, many highly qualified persons stay for a long time because difficult living construction conditions, poor working conditions, low salaries. Therefore, the human resources in construction industry scattered lay out and strong liquidity. Staff turnover has a great influence on the enterprise itself. Excessive staff turnover especially loss of key workers will directly affect the development strategy of enterprises, so that enterprises are forced to adjust the direction. Outflow of employees will cause

irritation on others, which will lead indirect losses to the enterprise.

2. Problem analysis on human resource management

2.1. The old concepts, understanding of human resource is not in place

The idea of "talent is the first enterprise strategic resources" which has not been set up in most of the leaders in the heart and not form a good atmosphere of people-oriented, respect for talent. Most of the current construction enterprise human resource management department only as a department of a transactional, deal with some work, such as attendance, archives, statistics and by the specialized level is not high to deal with processing, at the same time on the specific operation basically in accordance with the rules of superior departments to perform, lack of humanistic management. Scientific qualitative indicators have not been applied to the human resources management work, because of the nature of work with a lot of liquidity. On the personnel, mostly with the relations and seniority and by not ability, resulted in the lack of employees work enthusiasm and creativity. From the point of view of the current situation, although the construction enterprises have been fully realized the importance of talent for enterprise development, but are often only focus on the how to introduce talents, and ignore how to better the human resource management.

2.2. Performance evaluation and incentive mechanism is not perfect

Currently, the majority criteria of small and medium construction enterprise employee's performance evaluation are mainly based on obedience and completing the task efficiently. This single, incomplete evaluation system dampens the enthusiasm, initiative and creativity of the staff. And because management founda-

tion is weak, in some small and medium construction enterprises, it is difficult to welfare programs and incentives to do very detailed, which cannot meet the specific needs of employees. Such as small and medium construction enterprises incentives too simple and casual, according to the boss's mood or feeling, not only subordinates do not know how to do, but also to the majority of employees feel uncertain, motivate behavior often cannot achieve the desired effect.

2.3. Lack of real management talent

Many personnel managers of construction enterprises just stop at those procedures, formulaic work such as the year-end assessment, organizing files, etc. Most of them lack professional human resource management knowledge and have not been specifically studying human resource management. Therefore, such human resource management team is certainly difficult to adapt to the requirements of modern human resource management. Due to lack of professional human resource managers, even if there is a reasonable human resources management system, most human resource managers in the performance management awareness is still only remain in the performance appraisal stage, cannot systematically understand the performance management process and misinterpret the concept of performance management. Finally, staff cannot be effectively managed by the performance appraisal results and human resource management system cannot play the advantage.

3. Countermeasures to improve human resource management

3.1. Correctly emphasis on human resources

Construction enterprises need a correct understanding in human resources to establish a "people-oriented" modern hu-

man resource development strategy. First, from concept, all employees of the enterprise are considered to be development and utilization resources as the most valuable resource. Second, from the primary and secondary relations, the human development and training should be considered as the focus of management. Construction enterprises also focus on improving competition and incentive mechanisms to tap human potential; while encouraging all staff involved in management to pay attention to human existence and human values so as to form a good atmosphere in respect, understanding, caring and cultivating staff. Finally, from the place, the human resource managers should be incorporated into decision-making to expand human resource management staff and advisory functions who will play a role in the development and implementation of corporate strategies.

3.2. Motivate talented people for the hierarchy of needs

According to the needs hierarchy theory, first of all, due to construction enterprises mobility, poor working conditions, poor living conditions and other characteristics, a comfortable working and living environment must be created. Physiological and survival needs are the most important human needs. Second, emotional and detail care is also important. It is essential to fully meet the emotional needs and attribution and create a harmonious and candid working atmosphere for managers of construction enterprises in order to improve the collective cohesion. Another, social status of managers should be ensured. Construction enterprises should treat staff as an individual to manage and respect their self-worth and dignity, so that staff feels that everyone in the enterprise or in the minds of the leadership is not dispensable. Each person's abilities and potential can be fully exploited. Finally, Construction enterprises must pay attention to employee career

development planning. Needs hierarchy theory tells that when a person's basic physiological and safety needs are met, self-esteem and self-actualization needs rise to the first one. Therefore, enterprises must pay great attention to self-realization and exert pressure on them to make them display their work skills.

3.3. Establish temporary employment profile and strengthen

As the relatively large proportion of temporary workers in construction enterprises, so enterprises must establish services company profile and specific temporary employment file. Project leaders should accurately record and assess the performance of temporary workers as later choose temporary and services company reference. For the current chaotic labor market, considering construction enterprises also inevitably require a lot of temporary workers, enterprises can fix with some of the good performance companies, and give the better performance migrant workers appropriate skills training or some financial compensation, so that they have become a professional team motivation. On the other hand, when construction enterprises still insist on certain principles to select service companies: to be open, fair and impartial.

3.4. Create a good working and living environment

Working and living environment is good or bad which has a great impact on working interest, job stress, working efficiency. By creating a good environment can effectively attract retain talent. Construction enterprises can improve office facilities, strengthen the construction site management and civilize living and purchase equipment for sports activities and other ways to create organizations in a variety of whole some recreational activities to enrich employees work, study and life so as to enhance cohesion, eliminating the site boring life depressed feeling.

In short, Human resources are the primary resources. For modern construction enterprises, no device can be resolved through leasing and no funds can be resolved through credit guarantees, but if no talent anything will not be done. Therefore, the modern construction enterprises must strengthen human resource management and develop scientific and rational human resource management system in order to ensure the sustainable development of enterprises.

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