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PERSONNEL MANAGEMENT SYSTEM OF BEIJING URBAN CONSTRUCTION GROUP CO., LTD

Beijing Urban Construction Group Co., Ltd (referred to BIYUSISI) is listed among the top 500 Chinese companies by assets and the top 250 largest international contractors. BIYUSISI, being one of the first Chinese enterprises to enter the Belarusian market, has invested in a residential complex project in the “Lebyazhy” microdistrict in Minsk and in the five-star Beijing Hotel.

The goal of personnel management at Beijing Urban Construction Group Co., Ltd is to ensure fair and efficient organization and harmonious working conditions among employees. The company’s management structure is transparent, with functional responsibilities clearly divided between departments and within departments among employees.

Effective modern personnel management systems must meet three key standards: they must be efficient; they must be regularly updated; they must be able to adapt to external changes without significant damage to their internal functioning [1, p. 20].

The development of personnel management systems begins with the creation of a flexible work structure, flexible organization of employees, group management of employees consciously participating in sales management. Table 1 presents the composition of the main components of the personnel management system at Beijing Urban Construction Group Co., Ltd in 2023.

Table 1 – Structure of the Main Elements Forming the Personnel Management System at Beijing Urban Construction Group Co., Ltd in 2023

Elements	Classical Approach	Result-Oriented Approach
Work Organization	Individual	Group Activity
Performer Regulation	Strict	Various Levels of Freedom in Work Organization
Work Motivation	Individual	Combination of Moral and Economic Incentives, Use of Various Activity Motives
Planning Horizons (Terms)	Short-term	Labor Resource Life Cycle Period
HR Functions	Predominantly Accounting	Predominantly Analytical and Organizational Methods

Note – Source: own development according to company.

The growth of the company entirely depends on its employees, and human resource management is a crucial part of enhancing and maintaining business health. To keep the company competitive in the business, HR managers play a vital role in attracting suitable specialists to the business.

Beijing Urban Construction Group Co., Ltd implements a three-stage development of its personnel management system:

1. Situation Analysis: To determine the need for labor (based on sales plans, workforce analysis, search for alternatives, etc.);

2. Task Definition: (staffing schedule, training, hiring, and other deviations from plans);

3. Result Control: (compliance with set goals) and control (budget structure, scalability if necessary, final results, including hiring and training) [2, p. 48].

This approach views labor as a distinct resource, but it differs from other forms of resources in the following ways: an employee can refuse the conditions under which management intends to hire them; they can take leave at their discretion; they can engage in other professions after extensive retraining; the amount of their remuneration is subject to lengthy discussions [2, p. 51].

Beijing Urban Construction Group Co., Ltd uses the school of scientific management and its fundamental principles of personnel management. These principles include minimizing investments in hired labor, effective division of labor, regulation of employee authority and responsibility, establishing strict discipline, demonstrating unity of command, providing employees with a reasonable level of remuneration, ensuring fair employee compensation, and evaluating employees as part of the overall sum, managing the company, and supporting the subordination of personal interests to common interests.

The successful operation of the organization results from the proper use of the skills of the organization's employees, which is a decisive factor in ensuring effective utilization. People may find themselves in positions beyond their actual capabilities due to a lack of knowledge or experience of their abilities, which can cause an organizational crisis.

An analysis of the organization's personnel management system allows us to draw the following conclusions:

The company demonstrates stability in personnel management, with a slight increase in the number of personnel. This indicates that the company can retain its employees, which is a positive indicator.

The company's personnel structure also shows positive trends. Most of the company's employees are permanent employees, which indicates a high degree of loyalty and commitment of the staff.

Employee motivation in business plays an important role in the personnel management structure. At LLC “Beijing Urban Construction Group,” the main motivational factor is remuneration, which is implemented through the stimulation of established base salaries.

Employees are generally provided with safe working conditions, and the remuneration system complies with the guarantees established by the current legislation of the Republic of Belarus and the terms of the collective agreement.

The key to a successful business is also the loyal attitude of the staff to the managers and the company's activities. The key role in obtaining high profits is played by attracting staff to business processes. Let's consider the HR management tools in Beijing Urban Construction Group Co., Ltd in 2023 (Table 2).

Table 2 – Organizational structure of the HR department in Beijing Urban Construction Group Co., Ltd in 2023

Sector	Tools
Workforce Recruitment Sector	Planning; Recruitment; Selection; Interviewing, Testing; Organization of Other Assessments
Personnel Training and Promotion Sector	Development of Training Programs; Professional Training; Adjustment of Life Plans
Incentives and Compensation Sector	Labor Process Analysis; Personnel Expense Planning; Tariff Agreements; Study of Labor Motivation; Establishment of Incentive and Compensation Systems; Development of Wage Systems: Tariff and Non-Tariff; Development of Other Wage Methods
Personnel Study and Evaluation Sector	Analysis of Quality of Work Life, Degree of Satisfaction of the Most Important Personal Needs through Activities in the Organization; Determination of the Moral-Psychological Climate in the Team; Organization of Personnel Evaluation; Internal Transfers; Job Content Evaluation; Planning of Optimal Personnel Composition
Labor Relations Sector	Study of Social Tension; Conclusion of Collective Agreements; Development of Relations with Labor Self-Government Bodies
Career Guidance and Adaptation Sector	Career Guidance within the Team; Adaptation of Personnel within the Team; Personnel Retention Planning
Strategic HR Management Sector	Development of HR Management Strategy to Achieve Organizational Goals; Personnel Development Planning; Labor Market Information Analysis; Personnel Needs Planning; Provision of HR Information to Management
Occupational Safety and Health Sector	Employee Medical Service Group; Occupational Safety Courses; Study and Adjustment of Working Conditions; Management of Relations with Occupational Safety

Note – Source: own development according to company.

Evaluating the effectiveness of personnel management can indeed be a challenging task, as it requires considering numerous factors and the interests of various stakeholders. Here are some aspects to consider:

Employee Interests: Beijing Urban Construction Group Co., Ltd experiences rapid changes in its external environment, creating new and complex survival challenges. Employees seek career development, satisfactory wages, recognition of their work, and a balance between work and personal life.

Organizational Interests: The organization aims for efficiency, productivity, innovation, and profit. This requires optimal use of human resources, including proper recruitment, training and development, and performance management.

Managerial Interests: Managers want a team that can achieve set goals and work efficiently. They are also interested in having their personnel management efforts recognized and appreciated.

Societal Interests: Society expects organizations to provide jobs, fair wages, and good working conditions. It also expects organizations to comply with labor laws and employment standards.

Adaptation to a Dynamic External Environment: To ensure competitiveness and market success, they must be flexible, adaptive, capable of learning, and ready for changes around them.

Gap Between HR Goals and Functions: One of the problems is the significant mismatch between the growing need to perform HR functions and the current state of the departments responsible for this.

Digitalization of the Economy: Modern technologies and the digitalization of the economy lead to changing requirements for personnel qualifications and management methods.

Employee Motivation and Satisfaction: This includes developing effective incentive systems, providing opportunities for professional and career growth, and creating comfortable working conditions.

Talent Management: In the context of intense competition for talent, it is important for organizations not only to attract but also to retain the best employees of Beijing Urban Construction Group Co., Ltd. [3, p. 161-163].

The effective implementation of a timely and logical system for staffing production and management structures (workplaces) is a crucial aspect of managing LLC “Beijing Urban Construction Group,” making it a vital pillar of its success. The company employs various methods to motivate its personnel, including professional development opportunities, career growth prospects, and social events. However, there are areas that need improvement, such as the level of material incentives and salary levels, which are perceived as inadequate by employees. Despite these challenges, the

company shows a positive trend in development and stability in personnel management.

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