

THE APPLICATION OF CHANGE MANAGEMENT AS A
CONSULTANT IN A CHINESE ENTERPRISE DURING
2016-2017

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Abstract

In modern society, the user's expectation on the quality of the environment are becoming imperative. Especially for shopping malls, restaurants, office buildings, hotels, airports, railway stations and other public places, in the core areas of the city, the service quality has become a key element of people's first impression. Because of that all of environmental service enterprises came into being to promote the development of the tertiary industry an important part of social economy.

With new age of the globalization between strategic implementation and management challenges, how to improve the market competitiveness will be the hardest challenge to all of the enterprises. Face up to this challenge, to build human resources management system with high-qualified performance has become common concern to the company's leaders. However there are some arguments between human resource management and firm performance. Because do not have many research analysis samples on china small medium enterprise between human resource management and enterprise performance deeply. Therefore, this case study takes the small medium enterprises as a research project, analyzes the human resource management and the enterprise performance correlation deeply and detailly.

Base on literature reviews and related theories, this thesis will analyzes the current situation of human resource management activities, enterprise performance with small medium enterprises, and how the employee handbook of human resource management influence the firm performance firstly, then through the questionnaire design and data analysis of the survey, the relationship of human resource management and enterprise performance with human resource management level and firm performance level are demonstrated by using statistics software spss23.0 which is to obtain correlation and regression equation corresponddly. Finally, according to this result of the relation between human resource management and enterprise performance, the secondary indicators of human resources management are analyzed by stepwise procedure method in logical regression model in order to build the best performance model with small medium enterprises. Combine with these factors of empirical statistic research, the author will present some special solutions to human resource management with small medium enterprises.

With this dissertation, this project is an in-company project. The company is a SME in China. The company headquarter is located in Shanghai and three branches are located in Guangzhou, Beijing and Chengdu respectively. This company provides the third party services as facility management

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service to the retail industry based on service EPR system and data driven services, represented by Inditex, H&M, C&A, Costa coffee, and Sephora shops with maintenance repair, cleaning, green care and general building issues services in more than 50 cities. Meanwhile, demographic dividend may be a precondition for high growth in the past. But it is not enough. Countries in china had turned less favourable with demographic dividend, they must rely on productivity gains to maintain growth. Especialy in Chinese service industry that more and more potential issues have emerged from inside of the company mangement seem have not prepared to face the changes and evolutions for better growing yet. How to continue improve service methods and service awareness as maintain at high standards, to enhance the management level with TQM that can provide firm outstanding in the Chinese service market with strong capability and competivienss. It is the main research topic to SO Company significantly.

As far as the significance of assessments of management in relation to current situation of the company that is concerned with user expectation, results, processes and quality systems. It will be of greater importance to management than results, because they are available in real time and enable corrective action to be taken to prevent negative results in the field and as regards the company potential capability and productivity for improvement result. This article tries to find out the relation elements between the service quality and the human resources management performance, which show the visual evidence to the company.

Key words: Cleaning service, human resources management, project management, performance management, quality management, correlation analysis

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1. Introduction

1.1 Research background

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In modern society, the demands on the quality of the environment are becoming imperative. Especially for shopping malls, restaurants, offices, hotels, airports, railway stations and other public places, the environment quality has become a key factor. Therefore, environmental services enterprises have emerged, and the development of the tertiary industry has become a vital part of the economy.

In this paper, Shanghai SO Company was the research object. The ways to improve the quality management and promotion of the company's environmental services were proposed. As internationally well-known service providers, SO provides daily cleaning, store cleaning and temporary cleaning services for Retail brands in Shanghai, China. The company is also dedicated to provide cleaning, maintenance and other services for other enterprises in mainland China. In Shanghai such an international metropolis, indoor environment and building facade cleaning are quite important. How to maintain high standards of services, improve management level, and stand out in the competitive market of environmental services are important research subjects for SO.

The service quality of tertiary industry service enterprises is closely related to the internal management, especially human resource management. To this end, the goal of this paper is to study the relationship between human resource management and quality management, and the partial properties of service quality. With globalization and market competition, it is very difficult for small and medium-sized enterprises to be competitive by relying on market structure monopoly, strategic positioning and property right. Competition strategies and market prices are becoming more and more transparent, and the competitiveness comes from implementing strategies rather than strategies themselves. At the same time, labor costs are rising, not just in China, but also in other parts of the world. In order to survive in the market in the future, small and medium-sized enterprises must effectively improve their competitiveness, especially human resource management. No matter what strategy, such as cost strategy, innovation strategy, quality strategy, service strategy and other strategies, is used; the implementation of these strategies will greatly be dependent on the employees of the enterprise.

In reality, human resource management in many areas is being more challenging. Environmental change includes information technology, network technology, artificial intelligence, big data, world development and global economic operation, business competition increases. Some challenges

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remain within the enterprise. Issues remain in human resource management, such as lack of scientific and effective performance appraisal and incentive mechanism, lack of human resources investment, lack of quality management, waste of resources and so on. Therefore, how to cultivate the core competitiveness of enterprises through human resource management and improve performance and service quality is a serious question, which should be addressed.

Since the 1980s, the United States has focused on human resource management and enterprise core competence as the focus of management practice and academic research. Ulrich (1987) believes that enterprises must build a human resource management system from a strategic perspective in order to have long-term competitiveness. With similar thoughts, the empirical research on the relationship between human resource management system and performance gradually increased after the 1990s. Some studies suggest that there is a statistically significant correlation between effective human resource management systems and corporate productivity, service quality, market share and per capita profitability. In this study, it is necessary to conduct in-depth research on the relationship between human resource management and performance and quality of service management, especially in small and medium-sized enterprises. How human resource management affects performance is also very important.

1.2 Significance

1.2.1 Theoretical significance

The relationship between human resource management, performance and service can be understood as below:

First, it is helpful to validate the interactions between the three factors. Large variance on management in small and medium-sized enterprise lead to the controversy of high performance work systems in some western countries. It is necessary to further study and verify the relationship between them in order to better guide the work of human resources management in enterprises.

Second, it is helpful to provide reference for the management in enterprises. From the point of view of practice or theory, the study on high-performance human resources management system should be localized on the basis of the actual situation of enterprises. The applicability of western

high-performance work system in other regions is verified.

Third, it is helpful to strengthen human resource management practice in enterprises. At present, human resource management research focuses more on recruitment, training, salary and other human resource management functions rather than human resource management, personnel, policies, measures and behaviors. In terms of human resource management and project quality management, a better statistical analysis model is yet to be established. The research on this subject will help to change the current situation of human resource management.

According to literature, project management in the field of project quality management theory has been well studied, and in particular, the overall quality management theory and the ISO9000 quality system have achieved significant results. After years of practice, the results prove its advance and feasibility. However, in the practice, mainly in the field of construction, in the service sector, especially in the field of cleaning services, the research is relatively in small scale and lack of experience. At present, few results on clean quality management in the integrated quality management have been achieved. In addition, even fewer researches on human resource management and quality management have been achieved. The aim of this study is to apply the quality management concept into the enterprise cleaning project by studying the clean engineering quality management of Shanghai SO together with quality management system documents. At the same time, the company's clean engineering quality management and the economic efficiency will be improved effectively, thus enterprises will become bigger and stronger.

1.2.2 Practical significance

The SO has undertaken a number of cleaning services for retail stores, and its market share has kept growing in rapid pace. Indirex Group has 686 stores, 505 of which are serviced by SO, and the market share is 73.6%. M & S has 11 shops, 9 of which are serviced by SO, and the market share is 81.82%. C&A has 83 shops, 55 of which are serviced by SO, and the market share is 66.27%. The company has gained valuable experience in environmental protection services. The market in health project management appears to be promising.

Based on the ISO9001 system, a comprehensive quality management theory is proposed. The "clean, beautiful, comfortable" service could be achieved through four processes (quality management, quality control, quality assurance and quality improvement). Business management

model will be improved in practice, and the customers will receive better service.

At the same time, the existing human resources management and quality management will be optimized and improved through analysis of various factors that affect the quality of the project. Furthermore, project management level and service quality will be improved and the brand image will be enhanced, which could pave the way for winning customers and market. Hence the company will survive better in the highly competitive market in the long term. At the same time, it is also applicable in other areas of cleaning projects. The corporate brand image will be improved, higher economic efficiency will be realized and sustainable development of enterprises will be ensured.

2. Literature review

2.1 Summary of research on the relationship between human resource management and performance

The studies on relationship between human resource management and corporate performance have gained great progress in foreign countries, especially in the western countries. The main findings are as follows:

2.1.1 Positive correlation between human resource management and enterprise performance

Arthur's (1994) study on 30 US steel companies shows that commitment to human resource management is related to high productivity, low turnover and lower scrap rates rather than controlled human resource management.

Huselid (1995) conducted a survey in 968 cross-industry enterprises in the United States. The results show that there is a significant positive correlation between the measured value of human resources management system and the market value per capita & and income per capita.

Bae & Lawler (2000) found that there was a significant correlation between human resource management systems and organizational performance.

Guthrie's (2000) study in New Zealand found that there was a positive correlation between human resource management systems and employee retention and productivity.

2.1.2 Organizational strategy can regulate the effectiveness of human resource management system

Some studies show that human resource management is not the result of working performance, but will change or improve the employee's motivation. Ostroff (2000) found that there was a correlation between human resource management and corporate performance, which was related to competition strategy.

Batt's study (2002) of the call center shows that the effectiveness of the high input system is related to the service type of the customer service personnel. In the large customer market, the high input system has a more obvious impact on organizational performance. In the small customer market, the impact of the high input system on organizational performance is not significant.

Datta, Guthrie and Wright (2005) found that the characteristics of the industry played a significant role in regulating the effectiveness of high performance work systems. In a dynamic, complex, and rapidly growing environment, the effect of high performance showed more obvious effect.

2.1.3 The Mechanism of Human Resource Management System and Enterprise Performance

In recent years, the research on human resource management in the western countries has focused on the operation mechanism of human resource management system, and mainly on exploration on how to improve enterprise performance through human resource management. Yongdt and Snell (2004) established the intellectual capital (human capital, organizational capital and social capital) as the intermediary variable of human resource management system and enterprise performance, and concluded that the intellectual capital played a mediating effect.

Collins and Smith (2006) have demonstrated that human resource management practices can foster an atmosphere of mutual trust and cooperation among enterprises through the investigation of high-tech enterprises. This atmosphere can promote the exchange of knowledge within the enterprises, improve the ability of enterprise resource integration, and improve the growth rate of enterprise sales and new product development profits.

The study of the relationship between human resource management and enterprise performance in western countries shows that the correlation between human resource system and enterprise

performance is widely recognized. The universality and weight of human resource management system are supported by different empirical studies. However, from the perspective of theoretical framework and empirical research, there is no widely accepted standard.

2.2 Overview of quality management research

2.2.1 Deming cycle (PDCA cycle)

Deming is one of the main characters of the quality movement. His thought on quality management was adopted by Japanese industrialists after World War II and it played an important role in Japan's world-renowned high-quality industrial production. He first proposed the concept of the PDCA cycle, that is, the four-stage work cycle plan-do-check-action. The PDCA loop is a logical work program that makes activities effective, especially in quality management, and it is a basic quality tool.

Deming emphasizes on quality improvement of products and services by reducing the variability of production and design processes. In his view, unpredictable changes are the main factors affecting the quality of products. Statistical technology is an indispensable management tool. By reducing variability, predictable stable output could be possible. He also suggested that quality improvement should be a continuous process. And by improving the quality, production efficiency can be improved, production cost can be reduced, thereby reduced prices and improved customer satisfaction can be achieved. Deming put forward the famous 14-point proposal, that the organization should become a quality and customer-centered organization, which would allow the organization to produce high-quality products successfully.

2.2.2 Juran's quality trilogy

Juran is another giant of the quality management. The quality management concept and method he advocates has always influenced the development of quality management in the world. He edited the "Quality Management Manual" and it was considered as "quality control science". The manual also laid the theoretical basis for total quality management (TQM), which was a great contribution to this field. In summary, his contributions to quality management are mainly reflected in the following aspects:

(1) Applicability quality. Juran believes that the essence of quality is "applicability", and the

so-called applicability refers to the product could meet users' needs.

- (2) Quality trilogy. It includes: quality planning, quality control and quality improvement. Quality planning refers to planning the activities that needs to be done to adhere to the Vision, Mission and Goals of the organization and to comply with customer and compliance requirements; quality control refers to the process of control to ensure the realization of quality objectives; quality improvement refers to identifying and proving the need for improvement from the exiting performance levels to achieve the new target and implement them successfully.
- (3) Quality spiral. He suggests that in order to obtain the applicability of the product, a series of work activities are required. In other words, the quality of the product is to be determined in the whole process of market investigation, development, design, planning, procurement, production, control, inspection, sales, service and feedback. It is the spiral of process in quality.
- (4) 80/20 principle. Juran sharply raised the weight of the responsibility for quality. According to a large number of investigations and statistical analysis, for the company's product or service quality problems, only 20% are from the operators, while 80% of the quality problems are the responsibility of the managing team.

2.2.3 The theory of zero defect by Crosby

In 1964, Crosby came up with the slogan "zero defect". If you are wrong, even if it is a small mistake, you can't let it go. You have to eliminate the cause of the error and prevent it from appearing again. "Zero defect" requires us to do the right job. We should comply with the quality of work standards rather than slogans. To achieve this, in every workplace and every task, we should pay attention to prevention.

- (1) Absolutes of quality management. Some principles of quality management are absolute and basic.
- (2) Basic elements of quality improvement. Consider the problem as a "bacteria", the problem can be solved by vaccination. The basic elements of quality improvement include three different management actions: determination, education and implementation.

2.2.4 Other quality management theory

(1) Shewhart process control thinking. Walter A. Shewhart is considered to be the founder of quality improvement. Modern process improvement is based on his proposed concept of process control. He argued that with the reduction of process variability, quality and productivity would be improved. In 1931, he published an influential book- "Quality Economic Control of Product Production," in which the reduction of process variability was described. The outline of the statistical process control method, prediction of productivity and decrease of process variability were validated by Japanese engineers in the 1950s.

(3) Fergenbaum defect cost theory (management obey the quality). Fergenbaum's quality is not only a collection of tools and technology, but all aspects. He also suggested that improvement of the process quality would lead to the corresponding improvement in quality of other aspects. Based on the understanding of the quality of the system theory, "defect cost" was implemented by him. In the book "Total Quality Control", he put forward a different view from other experts: quality was defined by users and was focused on the source of quality problems. Quality control is a system that includes the development of quality standards, the maintenance of quality standards and improvements of quality standards; "Control" could be realized by developing appropriate quality standards to assess all actions related to these standards, corrective deviations, and quality standards development plans should be improved. Quality costs include cost of prevention, cost of identification, internal loss costs and external cost losses. Factors that affect human quality are more important than technology.

(4) Kaoru Ishikawa quality cycle causal theory. Ishikawa is one of the founders of the Japanese quality management team, the inventor of the causal map, and the founder of the Japan Quality Management Group. It is not only the quality of the product but also the quality of the product, the department, the people, the system, the quality of the policy, etc. He believes that the overall quality management is the full range of quality management, including the participating departments and staff involvement. Quality management is the center, while other management such as cost management (profit, price management), schedule management, time management should also be promoted. The causal map is also called Ishikawa map or the fishbone map. The map is featured by the use of "brainstorming". Considering the impact of quality, time, cost and other issues of potential factors, the graphical form was used to express a very effective method,

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which revealed the quality characteristics of the relationship between fluctuations and potential causes.

(5) Taguchi theory. The main contributions of Dr. Taguchi in the field of quality control are:

First, Taguchi realized that the best opportunity to eliminate variation of the final product quality is during the design of a product and its manufacturing process. Second, quality loss function should be established. Taguchi believed that the more output characteristics deviate from the target value, the greater the loss. Taguchi recommended measuring the product by quality loss function due to the output deviation of the user loss characteristic.

3. Inclusion of a conceptual reference framework

3.1 Company Profile

Shanghai SO Environmental Services Co., Ltd. was founded in 2014 with finance department, internal operations department and the project department. The company has offices in 4 Municipalities.

The company fits the market well with professional group management model. Customer's needs are always the first. The main business is for environmental technology, technical advice, technology transfer, technical services, property management, environmental engineering, construction, special design, cleaning services, daily necessities and so on.

For the future, the trust and loyalty from customers will be gained and the sustained and steady development of enterprises will be realized by good management and quality service, which would continuously enhance the business management. The effort will be made to create the right and unique corporate culture, which would pave the way for the healthy development of enterprises.

3.2 Company status

Shanghai SO environment Co., Ltd. is a company specializing in large-scale chain stores that provides cleaning, maintenance and green plant services, which was founded in April 9, 2014, with a registered capital of 5.5 million RMB. There are 59 employees, 4521 part time labor service employees and 116 outsourcing services project. 29 employees were educated to college graduates and above (including 1 master, 8 undergraduates, 20 colleges).

SO owns wide ranges of large, medium and small cleaning equipments, which can meet the needs of most customers. SO has expanded the business from a single shop cleaning to brand stores daily cleaning, shop cleaning and temporary cleaning and other services.

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Cleaning, maintenance and green plant are the three main businesses in SO, which accounts for 78%, 20% and 2%, respectively. By meeting the actual needs of the project operations, applying high performance management and implementing fine operation, SO company has passed the ISO9001 quality management system. SO has its own quality management system documents, which are commonly used in the management. ISO system standards could meet the requirements and could be useful in improving the quality of the enterprise system and management in short term. But in practice, excessive emphasis on standards will result in the ignorance of the important role of quality management

3.3 The challenges

(1) Human resource

As shown in Table 3-1, the main issue of human resources are weak individual leaders' leadership, insufficient staff training.

(2) Project management

The main issues of SO Company's project management are the management of cost and project procedure.

(3) Quality management

The issues in quality management are mainly in the details of the management system, as shown in Table 3-1.

Table 3-1-Issues and solutions in the company

Item	Position	Department	From	Issues	Solution	Action Plan
1	Parent company	Project Team	External - customer	1.Insufficient communication-less and insufficient communication with customers <i>e.g, The questions from the customers couldn't be addressed timely and properly</i>	1.Strengthen communication with customers 2.Make plan with details 3.regular visit to shops	Within one month (written document) -2017.6.20

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2	Parent company	Project Team	External - supplier	1.Frequent damaged materials 2.Replacement is available but with delay	1.Ordering and purchasing by locations 2.Find reliable supplier 3.plan in advance	Immediately
3	Parent company	Project Team	Internal - this department	(ZARA brand) after completion of painting, the work should be done according to customers' needs. Due to the increase of work, the manager didn't make a quick response, so the work was delayed. The work should have been done by 31 July, but it had been delayed by 4 days.	Try to work with the field manager: 1.encourage managing personnel to have face-to-face communications with customers 2.enhance the training for field managing personnel and learn more about the difficulties the managing personnel encounter during their work 3.personnel allocation and training plan should be made by discussion	Systematic training should be done for newly recruited managing personnel within 3 months (professional training and hands-on)
4	Parent company	Project Team	Internal - Internal Operations Department	Low efficiency in recruitment	Hiring manager should communicate with HR effectively; the qualifications and the starting date should be specified; at the same time, the applicants should be clearly informed of the job descriptions and the requirements from the hiring managers	This should be implemented in accordance with company's standards and rules

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5	Parent company	Project Team	External - supplier	<p>Issues on materials distribution</p> <ol style="list-style-type: none"> 1.damaged materials 2.The materials couldn't be delivered to the designated place 3.Other than the regular order, the emergency ordering couldn't be processed properly. Overtime is required. 	<p>Data on monthly materials ordering should be collected and analyzed, and the plan should be made accordingly. The supply of materials should be ensured by the supplier</p>	<p>Implementation of ordering policies should be assured by management team</p>
6	Parent company	Project Team	Internal - this department	<ol style="list-style-type: none"> 1. Lack of resource in remote places 2.Incompetent managing personnel in cities does exist, <i>e.g. Absence of competent manager in the shop, lack of training for new starters. Overall, low efficiency is caused.</i> 	<ol style="list-style-type: none"> 1. Share of internal resource between managers 2. improvement of service 3.video training could be useful by company's Wechat account 	<p>Within 1 month</p>
7	Parent company	Sales Team	Interior - Sales	<p>Change of communication and implementation at customers's sides</p> <p><i>e.g.</i></p> <ol style="list-style-type: none"> 1. <i>customers changed the plan after the plan was finalized, which would break the workflow and increase the workload</i> 2. <i>misunderstanding between us and customers happened, and the customers were not satisfied.</i> 	<p>Written agreement on service and implementation should be signed by both sides</p>	<ol style="list-style-type: none"> 1.5 working days' communication with development department with written records; the plans should be made and further be implemented for 1 month trial. 2.The suggestions will be taken and the plan will be further implemented.

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8	Southern subsidiary	Project Team	Internal - project department	Lack of training for project managers	Every member in project management department should be well trained, including project manager, project assistant, city manager and field manager. They should all well understand that the effective communication will only be possible by both sides' effort. The core is to ensure the mutual understanding	Try to establish a company with learning culture and training plans
9	Southern Subsidiary	Project Team	Internal - project department	Lack of initiative for project managers	The project manager should take the initiatives and make proper follow-up plans. Good communication with the customers is the basis. The training system for project manager should be established	Training system for project management should be implemented
10	Northern Subsidiary	Internal Operations Team	Internal - this department	The company stamps for subsidiary companies should be kept by the headquarter	The management board should know the details of each department and then make a plan	It will be implemented after it is approved by the management board
11	Western Subsidiary	Internal Operations Team	Internal - project department	Difficulty in contract management and lost contract	To follow the checklist; the lost contract should be replaced	The plan should be made by the project manager in subsidiary companies

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12	Western Subsidiary	Internal Operations Team	Internal - project department	It is difficult to have frequent training and internal communication on internal management because western team is in Chongqing, Sichuan province. There is a delay for the team to receive updated information, so the team couldn't keep up with the headquarters	The chief managers of western team should be sent to headquarters for training. And the personnel from headquarters should also visit the team in Chongqing. The communications between teams should be enhanced, and the difference between teams caused by cultural difference and ineffective communications should be avoided	Western team will be trained in headquarters after the training plan is finalized
13	Subsidiaries	Internal Operations Team	Internal - this department	Difficulty in communication and information exchange	The employees should be trained by HR in subsidiary companies	Within one month
14	Subsidiaries	Internal Operations Department	Internal - various departments	Retention of core staff	The core employees should be paid more attention. The cultural training should be enhanced and the training system should be standardized	Learning culture and training with a core of quality system should be established
15	Subsidiaries	Internal Operations Team	Internal - various departments	Vague job description for recruitment	Ambiguity in the written documents	Prompt communication between two departments
16	Subsidiaries	Internal Operations Team	Internal - this department	Archiving of administrative documents	Filing system of the administrative documents should be made	The administrative documents should be categorized and filed
17	Subsidiaries	Internal Operations Team	Internal - various departments	Lack of rules on usage of company stamp	The rules of usage of company stamp should be made	It will be implemented after it is approved by the management board

3.4 Future development

The company will continuously expand their business. In addition to cleaning, they will look into the new service industry which would relieve the financial pressure and operational risk.

4. Methodology

4.1 Research objects and methods

To better understand the existing problems of Shanghai SO 'senvironmental service management, I have conducted a questionnaire survey on the status of Environmental Maintenance, Service Quality Management, Human Resource Management and Performance Management to objectively understand the causes of problems. According to the purpose of this study, Shanghai SO Environmental Services Co., LTD. and its customers are the main objects. The research content is the impact of the environmental service project quality and human resource management of Shanghai SO on project performance. Questionnaires were answered anonymously on the questionnaire website.

In order to solve the problem in this paper, I have designed two scientific questionnaires, namely, employee questionnaire and cleaning project questionnaire (to customers). Statistical analysis questionnaire survey results with employee's evaluation of human resource management and service quality management.

4.2 Research variables and design

Through the analysis for the actual situation of SO and the exploration of relevant human resource experts on the company human resources management, this article requires seven independent variables, namely the Enterprise Culture, Organizational Strategy and Planning, Staff Incentives, Compensation Management, Performance Management. This article takes project performance as the dependent variable. The following chapter will introduce the statistical relation between the seven variables and the dependent variable, including descriptive statistics, variance, linear correlation analysis, regression analysis, etc.

5. Analysis of the information and conclusions

5.1 An empirical study on the impact of human resource management on project performance

5.1.1 General analysis of questionnaire samples

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In this paper, SPSS23.0 statistical software is used to carry out specific statistical analysis of the survey data, evaluate the staff and customer's statistics, and then conduct relevant analysis. 17 questionnaires were collected from the employees. Among them, there are 6 males, accounting for 35.29% in total. 11 females, accounting for 64.71% in total.

Table 0-1 Surveied Employee Gender Distribution

Sex	Frequency	percentage	Effective percentage	Cumulative percentage
Male	6	35.3	35.3	35.3
Female	11	64.7	64.7	100.0
Total	17	100.0	100.0	

Table 0-2 Age of respondents

Age	Frequency	percentage	Effective percentage	Cumulative percentage
≤25	2	11.8	11.8	11.8
26~30y	8	47.1	47.1	58.8
31~35y	4	23.5	23.5	82.4
36~45y	2	11.8	11.8	94.1
≥46y	1	5.9	5.9	100.0
Total	17	100.0	100.0	

Table 0-3 Subjects surveyed

Education	Frequency	percentage	Effective percentage	Cumulative percentage
specialist and below	2	11.8	11.8	11.8
Specialist	9	52.9	52.9	64.7
Undergraduate	6	35.3	35.3	100.0
master's degree	0	0	0	100.0
Ph.D.	0	0	0	100.0
Total	17	100.0	100.0	

Table 0-4 Subject level of the surveyed subject

Job level	Frequency	percentage	Effective percentage	Cumulative percentage
General staff	10	58.8	58.8	58.8
Grassroots management	3	17.6	17.6	76.5
Middle management	2	11.8	11.8	88.2
Top management	2	11.8	11.8	100.0
Total	17	100.0	100.0	

5.1.2 Reliability analysis of the questionnaire

In this analysis, reliability is the consistency of the evaluation results. That is, the evaluation score,

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which shows the extent of how much a good scale is to make the results reliable. It is repeated measurements after repeated results. The formula of reliability is:

$$r_{xx} = s_t^2 / s_x^2$$

r_{xx} is the reliability coefficient.

The results of this questionnaire were carried out using SPSS (Statistical Product and Service Solutions) 23.0 for reliability analysis.

1. Results from Human Resource Management factors:

Result 1: Mean and standard deviation analysis. As can be seen from Table 5-5, there are 13 items with a mean greater than 3.8 and 9 with a mean less than 3.2.

Table 0-5 .The mean and standard deviation analysis of human resource management practice scale

Item statistics			
	Sample	Mean	The standard deviation
9. The company encourage teamwork.	17	3.76	0.664
10. The company can deal with the conflicts between employees in a timely and appropriate manner. These conflicts may have an impact on team efficiency.	17	3.59	0.795
11. Employees have the right to make decisions and have the opportunity to participate directly or indirectly in the decisions of the company.	17	3.41	1.064
12. In the company, both individuals and groups can make complaints on work-related issues	17	3.88	0.697
13. There is no barrier to the delivery of information in an organization or a team, and all kinds of information are fully shared.	17	3.53	0.943
14. The company has good mission and vision	17	3.47	0.717
15. The style of management in the company is great recently.	17	3.76	0.752
16. Your proposals or options that will accepted by top management	17	3.53	0.874
17. Evaluation of employee's performance not relied on his/her responsibilities, but relied with his/her qualified working ability	17	3.65	1.057

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18. When you work as a manager that you will have a greater future in this company.	17	3.47	0.717
19. It is not important to obey orders, but it is important to obey orders of someone.	17	2.41	1.064
20. People with a high education can get more opportunities.	17	3.29	0.92
21. The whole company has a strong sense of time on the job.	17	3.53	1.007
22. The functional departments of the company have strong service consciousness (i.e., the background operation department, such as finance department, internal operation department, etc.)	17	3.59	0.939
23. Manager can make a promise with subordinate.	17	3.47	1.007
24. The company has good services with customer complaints.	17	3.65	0.996
25. Higher level often ask results after assigning matters.	17	4.18	0.636
26. The higher ups don't interfere in your work directly.	17	3.29	1.263
27. Communication is crucial, especially with the person you report to clearly	17	3.94	0.659
28. The company's management concept is very clear. Managers are pragmatic, not pretentious.	17	3.71	0.849
29. Seniority have advantages whatever he/she can do.	17	3.24	0.97
30. Company management is gradually standardized.	17	3.88	1.054
31. The company management is gradually democratized and humanized.	17	3.76	0.831
32. The organization and management framework and strategy of the company are clear and the division of labor is clear.	17	3.59	0.795
33. Inside the company, people handle day-to-day work orderly.	17	3.82	0.728
34. Strict implementation of the management system of the company.	17	3.76	0.752
35. When completing a task with other departments, the responsibilities of each department are clearly defined	17	3.71	0.686
36. When you need helps of others, the cooperation with the departments concerned with your Project is in good condition.	17	3.82	0.728
37. The functional departments of the company can serve your department well.	17	3.82	0.728
38. When you encounter transactions that need to be coordinated with other departments, you have a very high frequency of communication with the outside.	17	3.82	0.809

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39. When asking a direct superior for instructions to work, the superior often says to you, "you need to ask my superior for instructions" before giving you a reply.	17	3.18	0.809
40. You knew clearly about your responsibilities and authority.	17	4.06	0.748
41. You need more authority in the department personnel allocation, work distribution, evaluation / promotion, rewards and penalties?	17	3.65	0.606
42. You have detailed workflow when you work.	17	3.76	0.664
43. When working with workflow, you think your workflow can actually be executed	17	3.47	0.8
44. Do you think it is useful to work out a work plan?	17	3.82	0.951
45. Do you think the company has a long-term goal?	17	4	0.707
46. The company has an obvious competitive edge.	17	3.53	0.8
47. Corporate strategy connect with your personal interests well.	17	3.71	0.772
48. The strategic plan is very detailed.	17	3.65	0.786
49. Organizational planning is sound.	17	3.71	0.772
50. Perfect system planning.	17	3.76	0.752
51. Personnel planning is reasonable.	17	3.41	0.87
52. Your work has been recognized by superiors and colleagues.	17	3.76	0.664
53. Do you think the company cares about employees?	17	3.59	1.064
54. The company has developed a series of reasonable reward systems to motivate employees	17	3.53	1.068
55. The company conducts activities regularly to motivate employees.	17	3.82	0.809
56. The company has established a standard and fair salary system	17	3.35	1.169
57. Regular review of the current salary system, and timely revision of non-conformity	17	3.06	1.298
58. The salary standard of the company is in a high level in the same industry.	17	2.71	1.213
59. The company offer various rewards such as team rewards, bonuses, year-end bonuses, profit sharing, etc., and employees can work at ease	17	3.18	1.286
60. The company establishes the target performance according to the actual situation of each department	17	3.59	1.228
61. According to the strategic goal, the company has established the personal performance criteria of employees, and regularly reviewed and revised the guidelines	17	3.29	1.359

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62. The person in charge of performance evaluation in the company has continuously followed and supervised the job performance of the evaluated target.	17	3.47	1.179
63. The company develops a series of procedures that allow employees to formally feedback their performance on a regular basis or when an event occurs.	17	3.41	1.176
64. For the performance level of outstanding departments or employees, company will be timely recognition and reward.	17	3.06	1.249
65. Company have found that their own operations and development needed the retention of competitiveness.	17	3.47	1.007
66. Company combine their own core competencies to train employees	17	3.71	0.849
67. Draw up training plan for staff, and follow up the implementation of the plan regularly	17	3.53	0.8
68. The company pays great attention to the improvement of the personal workflow, so as to improve the efficiency of the whole team	17	3.71	0.849
69. Would you like to squeeze out your private time for training?	17	3.29	1.213
70. The relevant policies and systems for personnel selection and appointment of the company can be carried out in accordance with these policies and systems.	17	3.53	0.8
71. There are many opportunities for promotion within the company.	17	3.18	1.074
72. Employees seeking promotion have more than one potential position to be promoted.	17	3.18	1.015
73. The company can't fire employees optionally.	17	3.59	0.712
Number of valid cases (columns)	17		

Result 2: Analysis of variance. $F = 5.234$, $P < 0.0001$, indicating that the scale of the repeated reliability effect is good. (Table 5-6)

Result3: Homogeneity reliability test of the scale. = 0.986, normalized = 0.987, a coefficient is greater than 0.8, indicating that the scale with high reliability, excellent internal consistency.

Table Table 0-6 Analysis of variance of human resource management practice scale

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between People	465.346	61	7.629		
Within People				5.234	.000
Between Items	61.201	22	2.782		
Residual	713.234	1342	.531		
Total	774.435	1364	.568		
Total	1239.781	1425	.870		

Grand Mean = 3.0926

Table 0-7 The homogeneity reliability test of human resource management practice scale

Reliability Statistics

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.986	65

2. Results from Corporate Performance are:

Result 1: Mean and standard deviation analysis. As can be seen from Table 5-8, there are four items with a mean greater than 3.8 and only one item with less than 3.2.

Table 0-8 Analysis of Mean and Standard Deviation of Business and Project Performance Scale

Item statistics

	Sample	Mean	The standard deviation
99. Employee's comprehensive ability.	17	3.47	0.717
100. Ability to work with all types of Project related to the company (including Project management, cognitive and communication skills)	17	3.59	0.712
101. Degree of employee effort	17	4	0.707
102. The sense of ownership of an company	17	3.53	0.717
103. The correlation between employee's behavior style and organizational performance	17	3.47	0.943
104. Project contract amount growth rate (i.e. performance)	17	3.41	0.939
105. Project's profit margin	17	3.65	0.931
106. Market share	17	3.65	0.786
107. Project (production, operation) cost	17	3.65	0.702
108. Project quality of service	17	3.76	0.664
109. Project customer satisfaction	17	3.65	0.702

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110.The ability to attract talented people	17	3.47	0.8
111.The ability to retain talented people	17	3.35	0.862
112.The degree of harmony between management and employees	17	3.82	0.728
113.The degree of harmony among employees	17	4.18	0.636
Number of valid cases (columns)	17		

Result 2: Analysis of variance. $F = 3.896$, $P < 0.0001$, indicating that the scale of the repeated reliability with good results (Table 5-9);

Result3: Homogeneity reliability test of the scale. $= 0.971$, normalized $= 0.973$, a coefficient is greater than 0.8. The reliability of the scale is very high and the internal consistency is excellent (Table 5-10).

Table 0-9 Analysis of Variance of Enterprise Performance Scale

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig
Between People		303.837	61	4.981		
Within People	Between Items	21.118	14	1.508	3.896	.000
	Residual	330.615	854	.387		
	Total	351.733	868	.405		
Total		655.570	929	.706		

Grand Mean = 3.3118

Table 0-10 The homogeneity reliability test of enterprise performance scale

Reliability statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	
	Items	N of Items
.971	.973	15

5.1.3 Human resource management practice related to the project performance analysis

1. Human resources management and corporate performance of the overall correlation analysis

Taking the performance of the surveyed enterprises as the dependent variable and the evaluation result of the human resource management as the independent variable, the correlation between the human resource management practice and the enterprise performance is judged according to the significant degree of the correlation coefficient. SPSS23.0 analysis showed that there was a significant positive correlation between the level of human resource management and the results of performance evaluation. The correlation coefficient was 0.940 ($P < 0.01$), see Table 5-11.

Table 0-11 Correlation analysis of human resource management and enterprise performance

		Correlation	
		human resource Management	Performance
human resource Management	Pearson correlation	1	.940**
	Significant (two-tailed)		.000
	Square and cross product	6.918	6.474
	Covariance	.432	.405
	Number of cases	17	17
Performance	Pearson correlation	.940**	1
	Significant (two-tailed)	.000	
	Square and cross product	6.474	6.862
	Covariance	.405	.429
	Number of cases	17	17

** . Correlation is significant at the 0.01 level (2-tailed).

2. Human resources management specific indicators and business performance analysis

And then using human resources management as the independent variables, corporate performance as the dependent variable, together with the corporate culture, organizational strategy and planning, staff incentives, compensation and welfare management, performance management, staff development and training development and recruitment and selection. The Pearson correlation coefficients were 0.863, 0.881, 0.902, 0.812, 0.726, 0.870, 0.924 respectively, and the significant probability of their t statistic test was 0.000. At the significance level of 0.05, rejecting the null hypothesis, so there is a significant positive correlation between these evaluation indicators and firm performance. See Table 5-12.

Table 0-12 Correlation analysis between Human Resource Management Specific Index and Firm Performance

		company culture	Organizational Strategy and Planning	Employee incentive	Compensation and welfare management	Performance management	Staff development training and development	Recruitment and selection
Performance	Pearson correlation	.863**	.881**	.902**	.812**	.726**	.870**	.924**
	Significant (two-tailed)	.000	.000	.000	.000	.001	.000	.000

Number of cases	17	17	17	17	17	17	17
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** Correlation is significant at the 0.01 level (2-tailed).

Through the analysis of the previous two sections, we can see that this questionnaire for human resources management and enterprise performance of SMEs is highly credible, which basically reflects the specific situation of human resource management practice and enterprise performance. Using SPSS 23.0 to analyze the questionnaire, it is found that the relationship between human resource management and enterprise performance is positively related, and the level of human resource management is consist of corporate culture, organizational strategy and planning, employee incentive, salary management, performance management, Staff development and training development, as well as recruitment and selection; By using linear regression analysis to further test the results of the relevant analysis, human resources management and its various indicators have significant linear relationship with corporate performance.

5.1.4 Human resource management practice on the project performance regression analysis

1. Human resources management and corporate performance of the overall correlation analysis

In the regression analysis, the output of the SPSS is as follows: the enterprise performance is the dependent variable (y), the human resource management is the independent variable (x)

Result 1: Common statistics, see Table 5-13. It can be seen from the table that the correlation coefficient $R = 0.940$, the determination coefficient $R^2 = 0.883$, the adjustment coefficient of determination = 0.875, the regression estimated of the standard error $S = 0.2316$, indicating that the sample regression equation is representative.

Table 0-13 Human resource management and enterprise performance regression analysis common statistics scale

Model	R	R Square	Ajusted R Square	Std.Error of the Estimate
1	.940 ^a	.883	.875	.23157

a. Predictors:(Constant), human resource management

b. Dependent Variable: Business Performance

Result 2: Regression coefficient analysis, see Table 5-14.

Unstandardized Coefficients represents the non-normalized coefficient, Standardized Coefficients represents the normalization coefficient, t is the regression coefficient test statistic, and Sig is the

accompanying probability value. As can be seen from the table, the constant term $\beta_0 = 0.301$,

$\beta_1 = 0.936$. Regression coefficient test statistic = 10.628; Associated probability value $p < 0.001$,

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indicating that the regression coefficient is significantly different from 0, proving that the regression equation is meaningful (there is a significant linear correlation between human resource management and firm performance):

$$y=0.301+0.936x$$

Table 0-14 Analysis of regression coefficients between human resource management and enterprise performance

Model		Coefficient				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.,Error	Beta		
1	(Constant)	.301	.319		.944	.360
	human resource management	.936	.088	.940	10.628	.000

a. Dependent Variable : Business Performance

In the regression analysis, the output of the SPSS is also the result of the development of the salary performance, the enterprise culture, the performance management, the organization and the individual's ability and the selection and appointment as the independent variable (x) in the regression analysis:

(1) Corporate culture and corporate performance. Through the analysis of Table 5-15, 5-16, Correlation coefficient $R=0.863$, Judgment factor $R^2=0.745$, Adjust the determination factor $\bar{R}^2=0.728$, The standard error of regression estimation $S=0.341$, indicating that the sample regression equation is representative. Constant term $\beta_0=0.266$, $\beta_1=0.947$, Regression coefficient test statistic $t=6.627$, Associated probability value $p<0.001$. It shows that the regression coefficient is significantly different from 0, which proves that there is a significant linear correlation between corporate culture and firm performance. The regression equation is:

$$y=1.271+0.651x$$

Table 0-15 Corporate culture and corporate performance regression analysis common statistics scale

Model Summary				
Model	R	R Square	Ajusted R Square	Std.,Error of the Estimate
1	.863 ^a	.745	.728	.34128

a. Predictors:(Constant): company culture

b. Dependent Variable: Business Performance

Table 0-16 Analysis of regression coefficients between corporate culture and corporate performance

coefficient^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std,Error	Beta		
1	(Constant)	.266	.516		.516	.613
	company culture	.947	.143	.863	6.627	.000

a. Dependent Variable : Business Performance

(2) Organizational strategic planning and corporate performance. As can be seen from Table 5-17, 5-18, Correlation coefficient $R=0.881$, Judgment factor $R^2=0.776$, Adjust the determination factor $\bar{R}^2=0.761$, The standard error of regression estimation $S=0.320$, indicating that the sample regression equation is representative. Constant term $\beta_0 = -0.072$, $\beta_1 = 1.003$. Regression coefficient test statistic $t=7.20$, Associated probability value $p < 0.001$. It shows that the regression coefficient is significantly different from 0, which proves that there is a significant linear correlation between recruitment and selection and enterprise performance. The regression equation is:

$$y = -0.072 + 1.003x$$

Table 0-17 Organizational strategy planning and enterprise performance regression analysis common statistics scale

Model Summary

Model	R	R Square	Ajusted R Square	Std,Error of the Estimate
1	.881 ^a	.776	.761	.32041

a. Predictors:(Constant), Organizational Strategy and Planning

b. Dependent Variable: Business Performance

Table 0-18 Analysis of regression coefficients between organizational strategy planning and enterprise performance

Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std,Error	Beta		
1	(Constant)	-.072	.522		-.138	.892
	Organizational Strategy and Planning	1.003	.139	.881	7.200	.000

a. Dependent Variable : Business Performance

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(3) Employee Incentives and Firm Performance. As can be seen from Table 5-19, 5-20, Correlation coefficient $R=0.902$, Judgment factor $R^2=0.814$, Adjust the determination factor $\bar{R}^2=0.802$, The standard error of regression estimation $S=0.292$, indicating that the sample regression equation is representative. Constant term $\beta_0=0.838$, $\beta_1=0.763$. Regression coefficient test statistict=8.10, Associated probability value $p<0.001$. It shows that the regression coefficient is significantly different from 0, which proves that there is a significant linear correlation between recruitment and selection and enterprise performance. The regression equation is:

$$y=0.838+0.763x$$

Table 0-19 Employee motivation and enterprise performance regression analysis common statistics scale

Model Summary				
Model	R	R Square	Ajusted R Square	Std,Error of the Estimate
1	.902 ^a	.814	.802	.29175

a. Predictors:(Constant), Employee incentive

b. Dependent Variable: Business Performance

Table 0-20 Analysis of the regression coefficient between employee motivation and enterprise performance

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std,Error	Beta		
1	(constant)	.838	.353		2.372	.031
	Employee incentive	.763	.094	.902	8.100	.000

a. Dependent Variable : Business Performance

(4) Salary management and corporate performance. As can be seen from Table 5-21, 5-22, Correlation coefficient $R=0.812$, Judgment factor $R^2=0.659$, Adjust the determination factor $\bar{R}^2=0.636$, The standard error of regression estimation $S=0.395$, indicating that the sample regression equation is representative. Constant term $\beta_0=2.253$, $\beta_1=0.452$, Regression coefficient test statistict=5.385, Associated probability value $p<0.001$. It shows that the regression coefficient is significantly different from that of 0, which proves that there is a significant linear correlation between salary resource management and enterprise performance. The regression equation is:

$$y=2.253+0.452x$$

Table 0-21 Salary management and enterprise performance regression analysis commonly

used statistical scale

Model Summary

Model	R	R Square	Ajusted R Square	Std,Error of the Estimate
1	.812 ^a	.659	.636	.39492

a. Predictors:(Constant): Compensation and welfare management

b. Dependent Variable: Business Performance

Table 0-22 Analysis of regression coefficients between human resource management and enterprise performance

coefficient^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std,Error	Beta		
1	(Constant)	2.253	.275		8.179	.000
	Compensation and welfare management	.452	.084	.812	5.385	.000

a. Dependent Variable : Business Performance

(5) Performance Management and Firm Performance.

As can be seen from Table 5-23, 5-24, Correlation coefficient $R=0.726$, Judgment factor $R^2=0.527$, Adjust the determination factor $\bar{R}^{-2}=0.496$, The standard error of regression estimation $S=0.465$, indicating that the sample regression equation is representative. Constant term $\beta_0=2.261$, $\beta_1=0.411$, Regression coefficient test statistic $t=4.092$, Associated probability value $p<0.001$. It shows that the regression coefficient is significantly different from 0, which proves that there is a significant linear correlation between performance management and firm performance. The regression equation is:

$$y=2.261+0.411x$$

Table 0-23 Performance management and enterprise performance regression analysis common statistics scale

Model Summary

Model	R	R Square	Ajusted R Square	Std,Error of the Estimate
1	.726 ^a	.527	.496	.46495

a. Predictors:(Constant): Performance management

b. Dependent Variable: Business Performance

Table 0-24 The regression coefficient analysis of performance management and enterprise performance

Model		coefficient ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std,Error	Beta		
1	(Constant)	2.261	.356		6.351	.000
	Business Performanc e	.411	.100	.726	4.092	.001

a. Dependent Variable : Business Performance

(6) Development of staff capacity and training development and enterprise performance.

Through the analysis of Table 3-25, 3-26, the correlation coefficient $R=0.870$, Judgment factor

$R^2=0.756$, Adjust the determination factor $\bar{R}^2=0.740$, the standard error of regression estimation

$S=0.334$, Indicating that the sample regression equation is representative. Constant term β_0

$=1.222$, $\beta_1=0.684$. Regression coefficient test statistic $t=6.822$, Associated probability

value $p<0.001$. It shows that the regression coefficient is significantly different from that of 0,

which proves that there is a significant linear correlation between the development of

organizational and individual competencies and corporate performance. The regression equation

is:

$$y=1.222+0.684 x$$

Table 0-25 Employee training development and enterprise performance regression analysis common statistics scale

Model Summary ^b				
Model	R	R Square	Ajusted R Square	Std,Error of the Estimate
1	.870 ^a	.756	.740	.33393

a. Predictors:(Constant), Staff development training and development

b. Dependent Variable: Business Performance

Table 0-26 The regression coefficient analysis of employee training development and enterprise performance

Model		coefficient ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std,Error	Beta		

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1	(Constant)	1.222	.364		3.357	.004
	Staff development training and development	.684	.100	.870	6.822	.000

a. Dependent Variable : Business Performance

(7) Recruitment and selection and corporate performance.

From Table 5-27, 3-28 can be seen, the correlation coefficient $R=0.924$, Judgment factor $R^2=0.854$, Adjust the determination factor $\bar{R}^2=0.844$, The standard error of regression estimation $S=0.258$, Indicating that the sample regression equation is representative. Constant term $\beta_0=1.279$, $\beta_1=0.702$. Regression coefficient test statistic $t=9.367$, Associated probability value $p<0.001$. It shows that the regression coefficient is significantly different from 0, which proves that there is a significant linear correlation between recruitment and selection and enterprise performance. The regression equation is:

$$y=1.717+0.547x$$

Table 0-27 Recruitment selection and enterprise performance regression analysis common statistics scale

Model	R	R Square	Ajusted R Square	Std,Error of the Estimate
1	.924 ^a	.854	.844	.25842

a. Predictors:(Constant), Recruitment and selection

b. Dependent Variable: Business Performance

Table 0-28 The regression coefficient analysis of recruitment selection and enterprise performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std,Error	Beta		
1	(constant)	1.279	.260		4.918	.000
	Recruitment and selection	.702	.075	.924	9.367	.000

a. Dependent Variable : Business Performance

Through the above analysis, we can see that the results of human resources management and business performance survey is highly credible. Basically, it reflects the relevant business human resources management practices and business performance of the specific situation.

5.2 The Construction of Enterprise Project Performance Model

The human resource management of small and medium-sized enterprises can be seen as a whole, among which there are many factors that affect the performance of enterprises. After analyzing the impact of the seven first-level indicators of human resource management on the performance of enterprises, it is found that there are some factors in these seven first-level indicators on the performance of enterprises have a positive role in upgrading. However, in order to get the overall effect of these seven factors on the performance of the firm, I put all the 65 second-level indicators of the seven factors into the regression model at the same time, using screening method to select the independent variables, and then entered the equation of human resources management specific factors to do a logical regression analysis, so as to determine the best performance model of SMEs.

5.2.1 Human Resource Management Secondary Indicators Multiple Regression Analysis

I used all the human resource management factors as the independent variables, the enterprise performance as the dependent variable, here we use the stepwise method (Stepwise) to select the independent variables, results are as following:

Through multivariate regression analysis, 15 of the 65 secondary indicators of human resource management entered into the equation. Therefore, these 15 specific indicators can be selected as the most explanatory variables.

5.2.2 SME performance model construction

From the above analysis, it is concluded that there are 15 secondary indicators that can influence the independent variables of firm performance. In order to analyze the results of enterprise performance (qualitative dependent variable Y), the Binary Logistic regression model (the dependent variable can only take 1 and 0 values) in Logistic regression analysis method of spss software is used to divide the enterprise performance into high Performance group (mean above 3.5) and low performance group (mean below 3.5), with 1 for high performance group, and 0 for low performance group. Results are as following.

Results 1: As can be seen from the table, the constant is -7.210. Through the empirical analysis, we can get the best performance model of small and medium enterprises.

Result 2: Model predictive accuracy test. As can be seen from Table 5-29, when $y = 0$, there is an accuracy rate of 84.2%; when $y = 1$, there is an accuracy rate of 75%. And overall accuracy percentage is 80.6%.

Table 0-29 The fitting effect of iterative results

Classification Table^a

Observed			Predicted		Percentage Correct
			y		
			0	1	
Step 1	y	0	48	9	84.2
		1	9	27	75.0
Overall Percentage					80.6

a. The cut value is .500

Result 3: The importance of each independent variable in the regression equation.

It can be seen that the maximum probability of collusion (0.041) and Wald's maximum (4.195) indicates that the variable is very important in the model.

Through the analysis of the above model, we can see that with the enterprise salary standards in the same industry at a high level, information in the organization or team transfer without any obstacles, all kinds of information are fully shared. A series of approaches or policies enable employees to regularly respond to their performance on a regular basis.

5.3 An Empirical Study on Quality Management of SO Company

5.3.1 Survey Design

In order to better understand the problems of SO company in the management of cleaning project management of large-scale well-known FMCG brand chain, the company carried out a questionnaire on the quality management of the cleaning project (see Appendix) for the purpose of understanding the problems in the quality management of the project. The survey was in the form of a network questionnaire, at the same time in the form of WeChat and mail which were sent to the staff. The questionnaire has a total of 24 questions, which related to the quality of the various parts of the clean evaluation. A total of 220 questionnaires were received, of which 204 were valid questionnaires. Some basic information on the research (Table 5-1) is as follows:

From the collection of 220 effective questionnaires, the number of male was 131, accounting for 63.6% of the total number of samples, 89 females, accounting for 59.5% of the total number of

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samples; from the age structure, 20-29 years accounts for 16.8% of the total number of samples, 30-39 years old has 53 people, accounting for 24.09% of the total number of samples, 40-49 has 79 people, accounting for 35.9% of the total number of samples, 50-59 has 51 People, accounting for 23.18% of the total number of samples; from the job point of view, the General Management of 21 units, accounting for 9.54% of the total number of samples; middle management of eight people, accounting for the total number of 3.63% of the sample; project management staff of 9 people, accounting for 3.1%; 182 people in line, accounting for 83.1% of the total number of samples.

Table 0-30 Basic information on the project quality management questionnaire

	Number (person)	Proportion (%)
Total	220	100%
By sex		
Male	131	63.6%
Female	89	59.5%
By age		
20-29	37	16.8%
30-39	53	24.09%
40-49	79	35.9%
50-59	51	23.18%
By position		
General Management	21	9.54%
Middle management	8	3.63%
Project manager	9	3.1%
Frontline staff	182	83.1%

Through the questionnaire, it can be seen that the quality management concept has been presented by the project department clearly (Figure 5-1), and an effective quality management campaign (Figure 5-2) is also carried out. When asked whether the project manager is paying attention to the quality management of the sanitation projects of all kinds of FMCG shops, 61% of employees think that "very much attention", and 33% of employees think that "attention" (Figure 5-3), We can see that the project department is currently on the project to enhance the quality of management seriously. In addition, 83 of the respondents identified the importance of quality control (Figure 3-4), and the need to improve the quality management of existing projects (Figure 5-5).

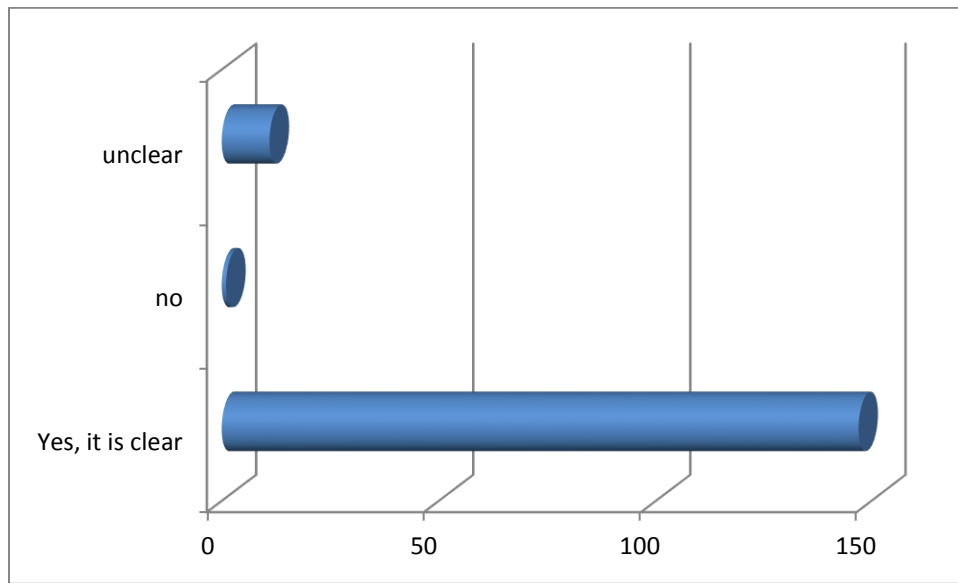


Figure 0-1 whether the project department has put forward a clear concept of quality management

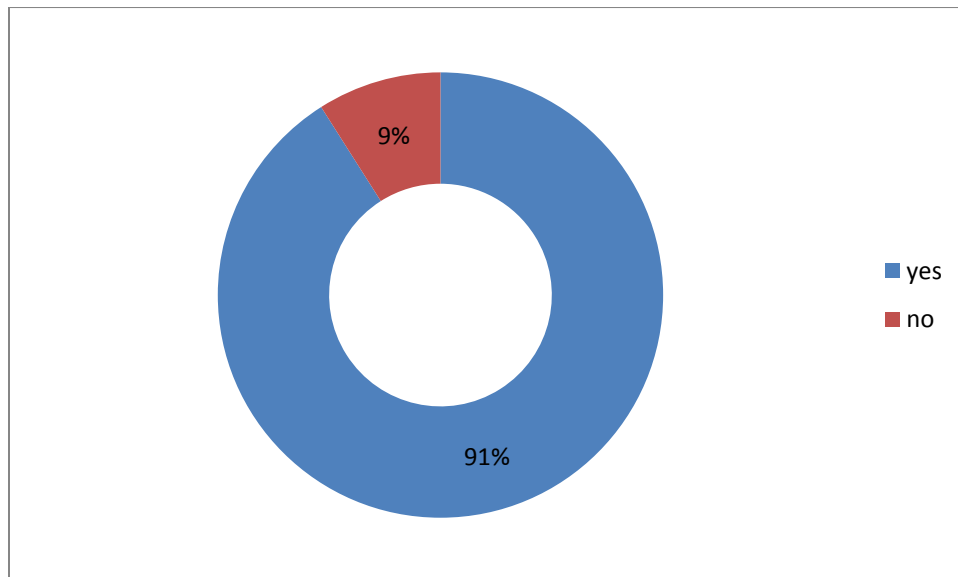


Figure 0-2 whether the project department has carried out quality management publicity activities

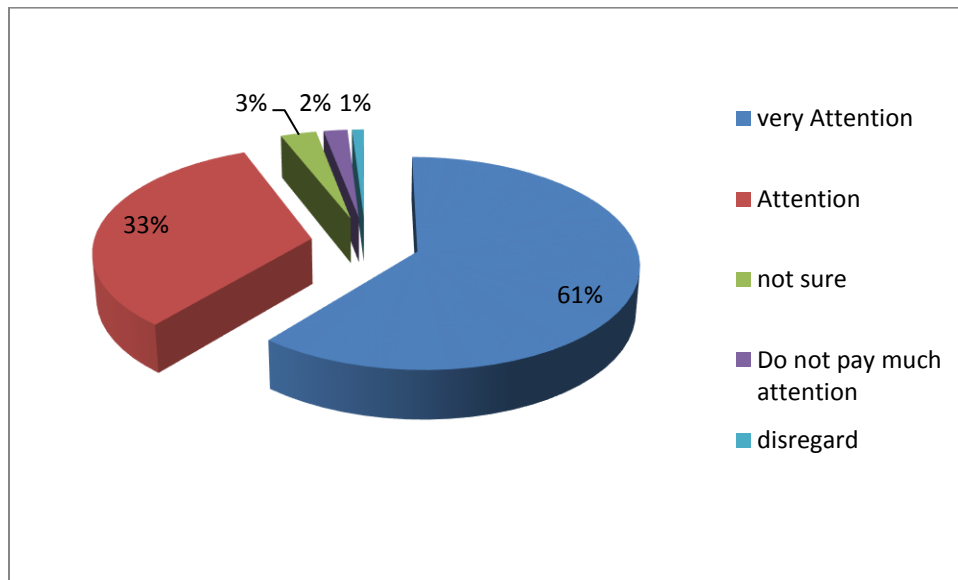


Figure 0-3 whether the project manager attaches importance to the quality management of all types of cleaning projects

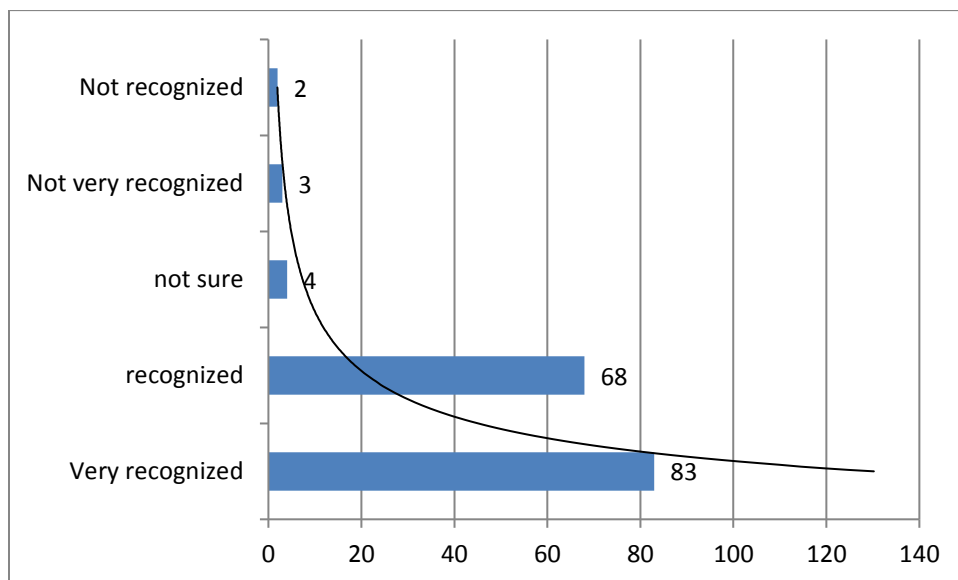


Figure 0-4 Most people in the project department acknowledge the importance of project quality management control

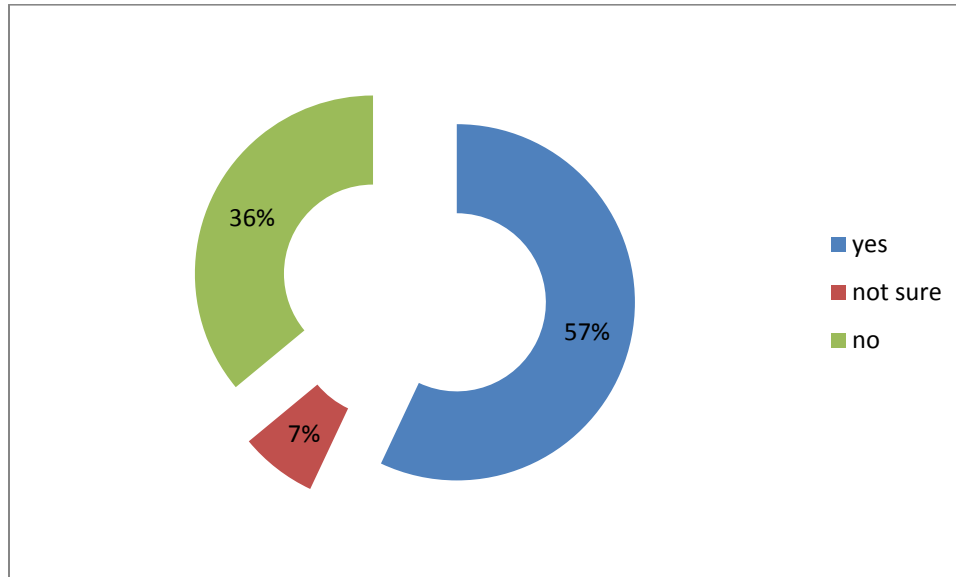


Figure 0-5 Do you think it necessary to improve the quality management of existing Projects?

In addition, through the questionnaire, I combined with the six key factors that affect the quality of the project, namely, human factors, material factors, mechanical equipment factors, operating methods and process factors, environmental factors and measurement factors (people, Material, ring, test, referred to as 5M1E), the analysis that the current SO in various types of environmental cleaning project quality management in the following main adverse factors.

5.3.2 Human factor

1. Human factor is directly involved in the project organizer, that is, different levels of project managers. According to the reality of the questionnaire, 35% of people think that the current management capacity of the project management team can meet the operational needs, 43% of people think that "more in line", 5% of people think that "generally meet", 14% There is a lack of ", and 3% of people think that" does not meet "(Figure 5-6).

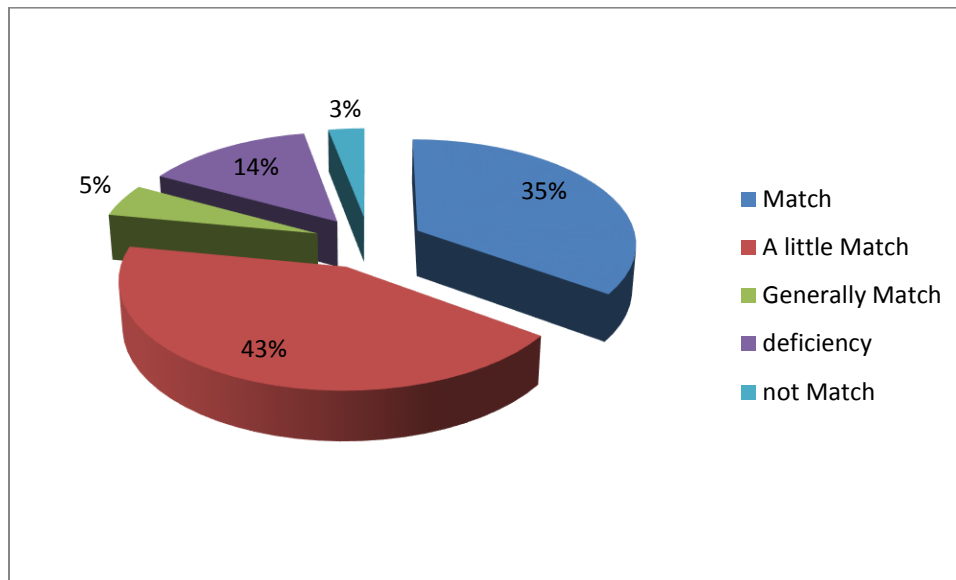


Figure 0-6 Do you think the management of the project manager is in line with the operational requirements

2. Because the cleaning industry is a labor-intensive one, the front-line staff requirements are relatively low, resulting in a line of cleaning staff educational level is generally low.

3. SO's front-line staff are mostly labor dispatch employment, mobility is greater.

4. Staffs dislike wearing SO uniforms when they work on site. This situation will affect the company's image, and organizational culture.

5. The operating personnel in the process does not follow the standard rules. When a front-line staff is a new recruitment, there is no standardized operation. The cleaning task can not be thoroughly understood. Some teams even do not have a unified password and unified action. Non-standard operation in the cleaning service process can not meet customer requirements. When asked if "you think the project department's quality management training system is perfect," only 33% of people think that "according to the training program implementation, staff think they should pay attention to results", and 67% of people think that "there is a system exists, but there is no strict implementation "(Figure 5-7).

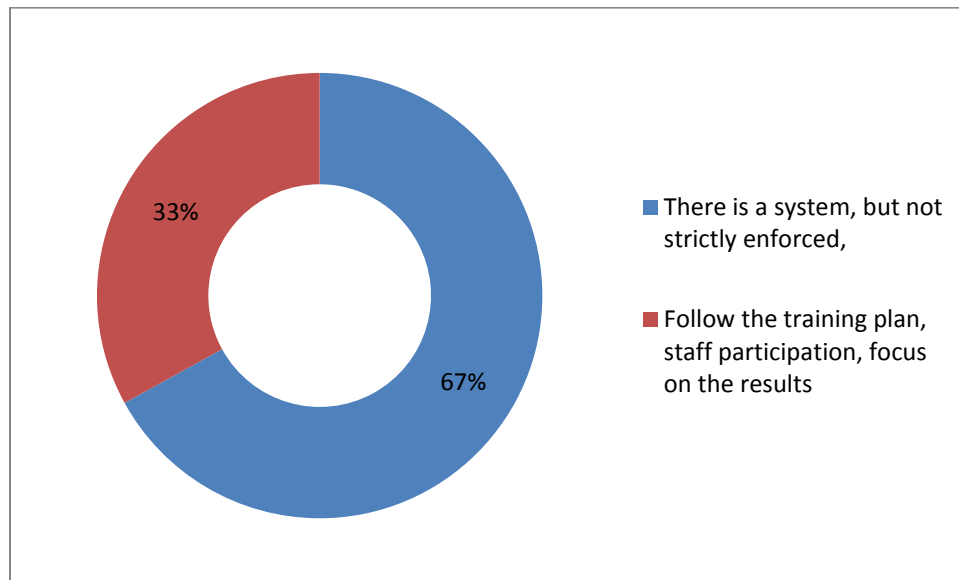


Figure 0-7 Do you think the quality management system of the project department staff is perfect?

5.3.3Material factor

1. Cleaning work need to use oil, brooms, cleaning agents and other materials. Without a unified procurement channels, can result in uneven quality. In the questionnaire, 81 people think that the material quality of the company is "better", 24 people think that is "general", 19 people think it is "bad", only 31 people think "very good" (Figure 5-8).

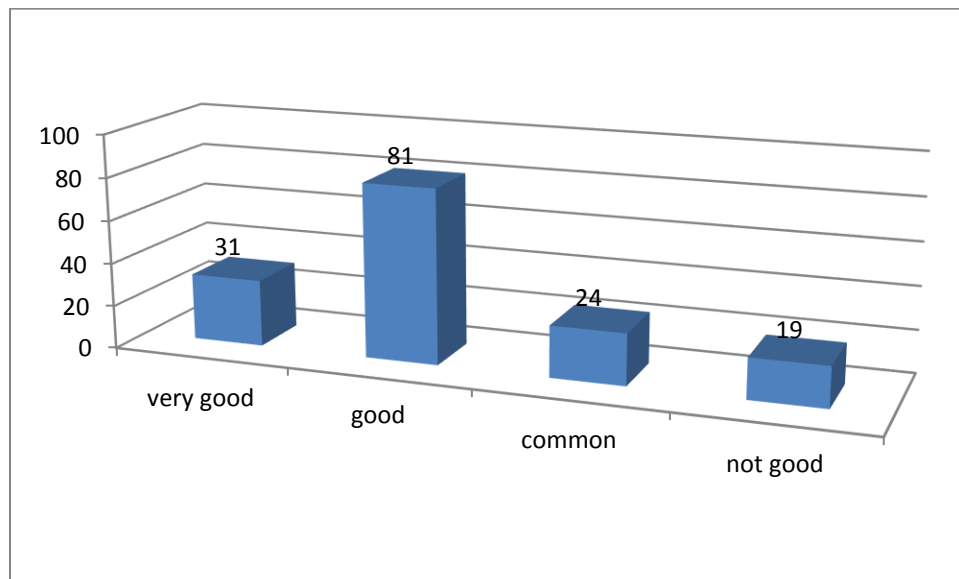


Figure 0-8 Does the quality of the material of the company pass?

2. The operation of the consumables. Although sometimes staff place tools in the right position after work, but there are still cases which do not follow the rule to place tools in the right region, while the storage area was not marked obviously. According to the questionnaire, 16% of people

think that the company's management of material "very standardized", 67% of people think that "more standardized", and 13% and 4% that "not standardized" and "very irregular "(Figure 5-9).

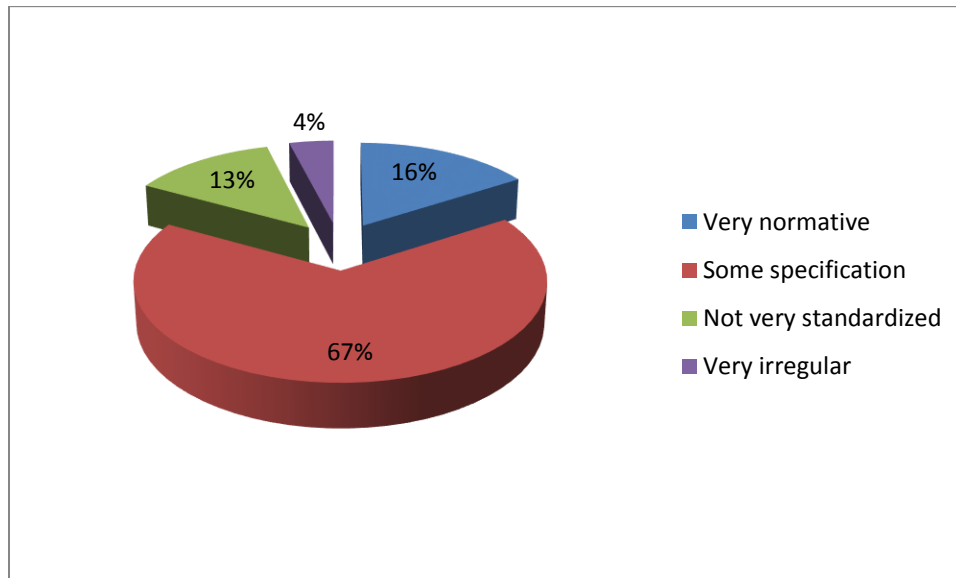


Figure 0-9 Whether the company's material management of materials is standardized

5.3.4 Mechanical or instrumental factors

1. Currently, SO company's cleaning project is still focusing on the completion of the main work. According to the survey, only 33% of employees believe that the company's existing mechanical cleaning equipment has reached the international leading level, 31% think "can", 24% that is unclear, there are 12% that "not reached" (Figure 5 -10).

2. The existing facilities and equipment has not yet fully meet the requirements of large FMCG brand cleaning project. According to the questionnaire, 60% considered "basically satisfied", 12% considered "general", 8% considered "lacking", and only 20% thought that the job needs were fully satisfied (Figure 5-11).

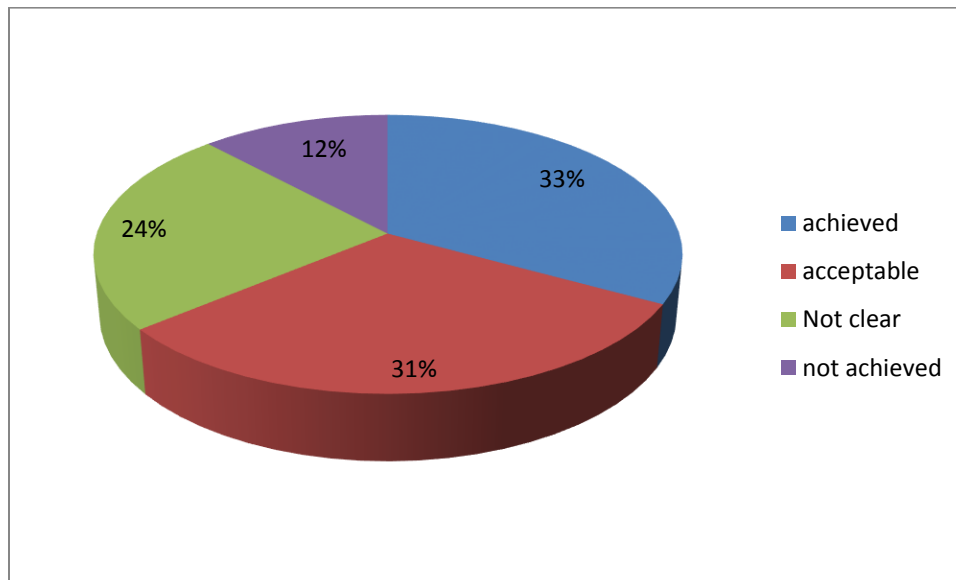


Figure 0-10 Whether the existing facilities and equipment can meet the operational needs

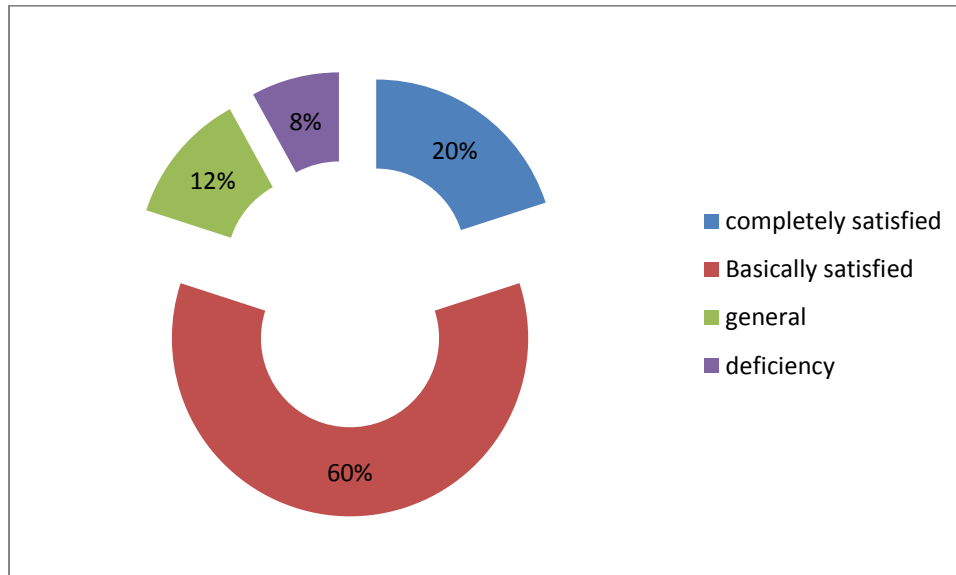


Figure 0-11 Whether the existing facilities and equipment can meet the needs of cleaning projects of large and fast consumer brands

5.3.5 Operating methods and process factors

1. The operating process is not standardized, staff in the long-term work practice in the formation of the targeted and characteristics of the cleaning cleaning operation method.

2. The standardized management is not yet in place. Work instructions are too rigid. The designed process has differences compare with the acutal situation. The instruction is usually cumbersome and difficult to understand for the front-line staff. Work instructions are mainly text-based which always has long content to read. The text description often produces ambiguity. Therefore, the

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operating standards can not play a very good role in regulating the operation. There is a deviation between the workflow design and the actual operation. This not only reduces the efficiency of the work, but also causes the waste of labor costs and equipment resources. It also leads to the fact that employees in the work are not in accordance with the operating procedures and have affected the service quality. According to the survey, 61% of the employees had not operated in accordance with the operating procedures (Figure 5-12), and 55 people that do not follow the operating procedures and service quality is associated with low (Figure 5-13).

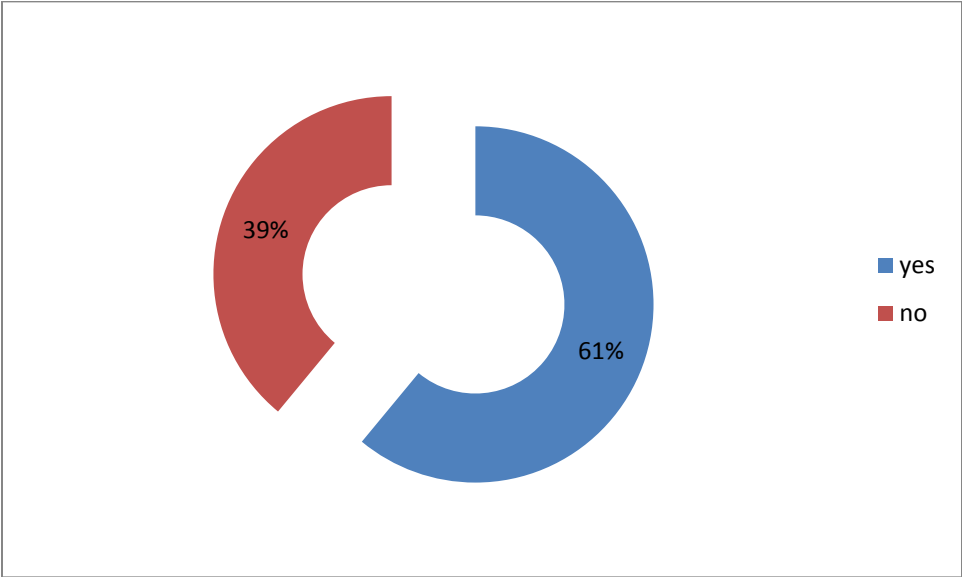


Figure 0-12 Have you followed the procedure of the operating procedure

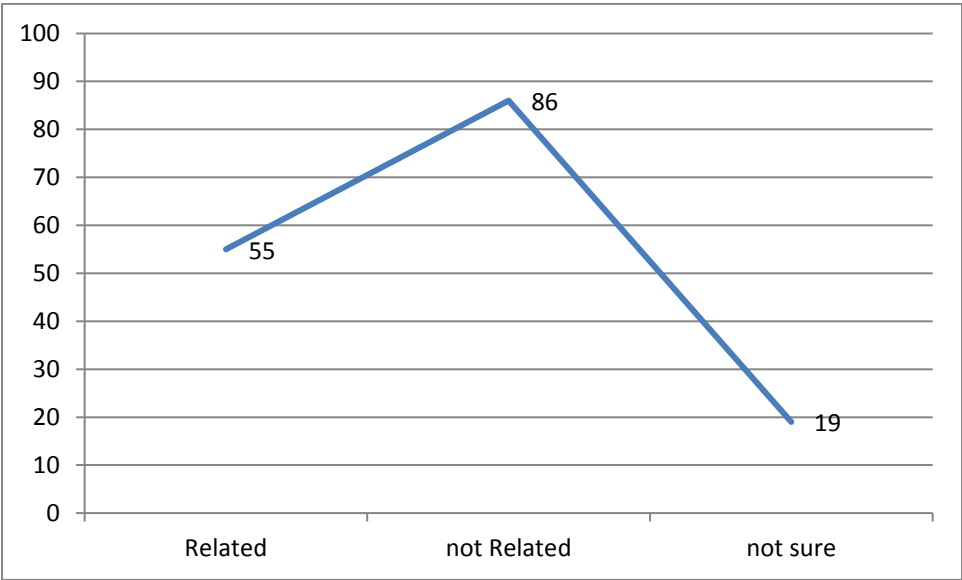


Figure 0-13 Do you think that it is not in accordance with the operating procedures and the quality of service is associated with low quality

5.3.6 Environmental factors

SO company's various types of cleaning projects are also particularly vulnerable to the environmental factors. According to the questionnaire, 88% of people think that environmental factors such as rain and snow have a great impact on project quality management. According to the survey, only 7% of the "general" and 4% of people think that "no" influence (Figure 5-13).

Rain and snow and other bad weather elements are likely to cause the slippery in the shop floor, especially when goes into the store's doorway and down trail. There is a security risk. Although most of the cleaning project will be finished during the opening day, but still can not rule out all shops because the site is too large, and cleaning work needs long time to be finished.

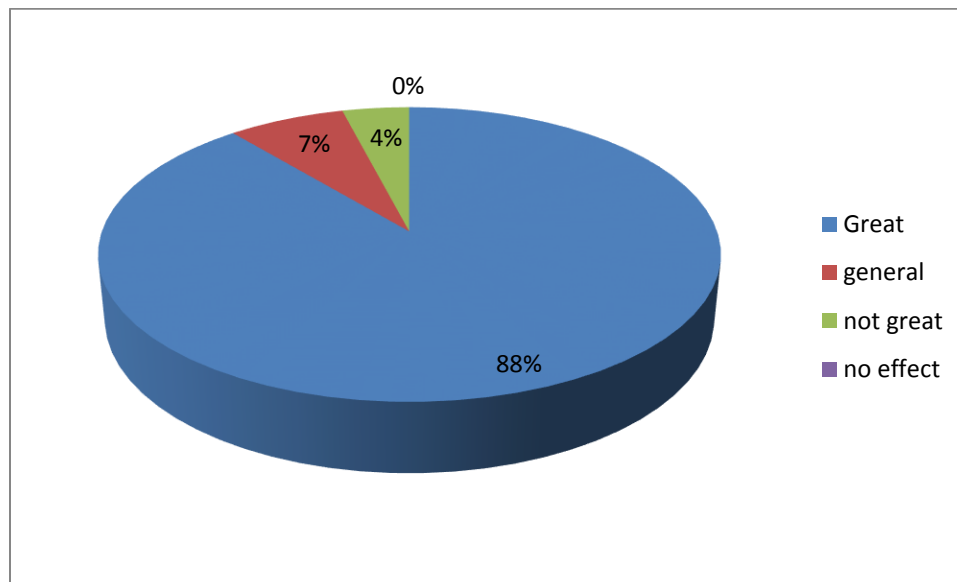


Figure 0-14 Do you think that environmental factors such as rain and snow have a great impact on project quality management?

5.4 Comprehensive Quality Management and PDCA Analysis of SO Company Service

5.4.1 Summary of PDCA cycles

PDCA cycle theory was first proposed by the world-famous quality management expert Deming, Deming's theory and doctrine have a huge impact on the international quality management community. The main point of view "fourteen points" is seen as an important theoretical basis for total quality management. PDCA cycle is a representative of the essence of the theory to any of the effective management activities of a basic method, especially in the quality management work to the wide range of applications, and it achieved good results. The process of quality improvement is a

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PDCA cycle process, through a round of improvement, product or service quality and quality management can be improved. Through a period of time to control and consolidate quality, so that it will begin a new round of improvement. Because of the step-by-step trend of increasing, it can enhance the enterprise management, improve the product quality, reduce consumption, and increase efficiency, so that all the parties can be satisfied.

The concept of the PDCA cycle is that the process quality is a process of continuous improvement, through careful planning, in accordance with the plan and put into practical action. The periodic review of the implementation of the results, summed up the success of the stage experience.

1. The four stages of the PDCA cycle

P (planning phase): identify the existing problems, through the analysis of the development of improved goals, to determine the specific measures to achieve the goals. The planning phase should formulate guidelines, objectives, plans and so on.

D (implementation phase): in accordance with the requirements of the plan to implement specific countermeasures.

C (inspection phase): it refer to the verification of the implementation of the results, timely detection of improvement in the process of experience and problems.

A (processing stage): the success of the experience to be affirmed, developed into a standard, procedures, systems (failure of the lessons can also be included in the corresponding standards, procedures, systems), consolidate the results, to overcome shortcomings.

The following uses SO's cleaning project as an example, detailed description of the four stages of the PDCA. First, the planning stage: to start the PDCA cycle, there must be a "starter": to provide the necessary resources, select the risk management approach to determine the project quality evaluation methods. The design planning phase is to ensure the correct establishment of the scope and level of quality management of the cleaning project, identify and assess the risk of all services, and develop appropriate plans for these risks. All the important activities of the planning phase should be documented for future traceability and control changes. According to the user's request to design, to ensure that the design to achieve the desired goal.

Followed by the execution phase: The task of this phase in the PDCA cycle is to manage the operation with the appropriate priority and to perform the selected controls to manage the

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operational risk of the project identified at the planning stage. For unacceptable risks, the selected controls need to be implemented, which should be synchronized with the risk management plan prepared in the planning activities. The successful implementation of the plan requires an effective management system in which the selected method, the assignment of duties and the separation of duties are required, and the activities are monitored in a prescribed manner. There will be some residual risk after the unacceptable risk is reduced or transferred. This part of the risk should be controlled to ensure that the undesirable effects and damage which are quickly identified and properly addressed.

Task performers implement tasks according to the planned mission guidelines and regulatory requirements and submit the appropriate metric data through the task report. At this point, the organization's standard process transforms the R & D process in the project and incorporates the relevant personnel into it.

Then is the inspection phase: the inspection phase, is a critical stage of the PDCA cycle, from where improvements for the quality of the cleaning project can be sought. If any problems is found, it is necessary to take corrective action to prevent a major problem with the cleaning service. The project team should send someone to inspect the cleaning effect. That should be done through a variety of ways and angles to the cleaners of the work of a rigorous inspection.

Finally, the processing stage: It is the results of the inspection process. For unresolved issues, it is required to go to the next PDCA loop to resolve the process in order to continually improve the process. The comparison of the project plan can be used to determine the compliance status of the project plan. Eg. Whether it can be carried out according to the cost and schedule requirements determined by the project plan. If the data is analyzed, the actual implementation of the discovery process can not meet the requirements of the plan or the process is unstable, it is necessary to take measures to control the project implementation process. These measures are generally included in the project plan as tasks, that is, through the adjustment of the project plan to achieve the control of the implementation process.

2. PDCA cycle of the operation steps

The application for PDCA in SO is below: there are two important points:

1) Maintenance is through quality control to ensure that the quality level has been achieved.

2) Improvement refers to the quality to a new level, also known as "breakthrough"

PDCA cycle is carried out by the following eight steps.

The first step is to identify the problem: analyze the status quo, identify existing problems, including quality of service issues and problems in management, as far as possible with data.

Notes on the implementation process:

- ① avoid "very quiet", "no problem", "good quality" and other complacency.
- ② to the situation of the project, find the root cause of the problem, and according to certain principles and methods to implement.

The second step, analysis of reasons: analysis of the various factors that cause the problem, as far as possible these factors are listed.

Notes on the implementation process:

- ① One by one problem, one by one factor detailed analysis.
- ② avoid subjective, general, coarse and large leaves.

The third step, determine the main reason: to identify the main factors affecting the quality.

Notes on the implementation process:

- ① there are many factors that might affect the quality. You can have cleaning staff (people), cleaning equipment (machine), raw materials (materials), cleaning methods (law), environmental conditions (ring) and inspection tools and inspection methods (inspection) and so on. Even the management problem, there are a lot of factors, such as managers, management methods, the use of management tools, interpersonal relationships and so on.
- ② Each major influencing factors also contain many small influencing factors. For example, cleaning workers, both the difference between the cleaners, but also the same cleaning staff due to psychological conditions, changes in physical conditions caused by different reasons, as well as quality awareness, ability to work and many other factors.
- ③ In these factors, we must try to find out the main factors that affect the quality, in order to start from the main factors to solve the existing problems.

The fourth step, the development of measures: for the quality of the main factors affecting the quality of cleaning services to develop measures to improve the plan, and the cleaning effect to

predict.

Notes on the implementation process:

- ① Measures and activities plan to be specific, clear, avoid empty, fuzzy.
- ② Measures and activities plan specific "5W1H" content, that is, to answer: why the development of this measure plan, is expected to achieve what goals, where to implement this measure plan, by which department or which person to implement, When to start, when to finish, how to perform.

The above four steps are P (planning stage).

The fifth step, the implementation plan: according to the established measures to implement the plan, that is, D (implementation phase).

Precautions for the implementation process: If a new problem or situation changes (such as personnel changes) in the implementation, the action plan should be modified in time.

Step 6, check the effect: according to the requirements of the plan, check, verify the actual implementation of the results, to see whether the expected effect can be got, that is, C (inspection phase).

Notes on the implementation process:

- ① Check the results to the objectives specified in the plan.
- ② Check the effect must be realistic, not exaggerated, nor too narrow.

Step 7: Include the criteria: summarize the results of the inspection, incorporate the lessons of success and the lessons of failure into the standards, procedures and systems established by the company to consolidate what has been achieved.

Notes on the implementation process:

- ① This step is very important, need to make up their minds, otherwise the quality improvement will lose its meaning.
- ② In the change of standards, procedures, systems should be careful, if necessary, need to be repeated several times to verify the PDCA cycle, but also according to GB / T19000-ISO9000 standard provisions to take control measures.
- ③ Non-written consolidation measures are sometimes necessary

Step 8: Legitimacy: According to the results of the inspection, this cycle is not yet solved. Analyze the new problems caused by the quality improvement, and turn them to the first step of the next

PDCA cycle.

Notes on the implementation process:

① On the remaining issues which should be analyzed, on the one hand, to make sure the results were achieved not because of the problems left over against the quality of the improvement of the enthusiasm, affecting the morale.

② Quality improvement is continuous, uninterrupted, that is, any quality improvement may have left over the problem, to further improve the quality of the possibility is always there, of which the seventh, eight two steps is A (processing stage) Specificized. Four stages of the cycle can not cross; eight steps can be increased or decreased, depending on the circumstances.

3. Basic characteristics of PDCA cycle

Including the goal of management, production planning management, sales service management, personnel financial management, etc. In particular, a scientific approach to quality management, applicable to the organization of the organization, all aspects and all levels of work.

Therefore, the whole organization is a large PDCA cycle, each department has its own PDCA cycle, followed by a smaller PDCA cycle, until the specific implementation to everyone will be done. The upper PDCA cycle is based on the next PDCA cycle, and the next PDCA cycle is the implementation and specificization of the PDCA cycle. Through the cycle of quality improvement or organization of the work organically linked to each other, promote each other.

Constantly rising: four stages to turn around again and again, and every turn has a new content and goals, which also means a step forward, like climbing stairs. In the quality improvement, to solve a problem, the quality level will have a new increase.

5.4.2 Combination of quality management and PDCA cycles

In the life cycle of the cleaning project, quality management is accompanied by its complete process. In terms of quality management trilogy, quality planning, quality control, quality improvement itself is the need for continuous improvement and upgrading. Improvements in the area of quality management can use the PDCA cycle approach to enhance the quality of the product to provide faster and better-quality management services. In each quality plan, quality control, quality improvement process also contains their own independent and complete PDCA cycle.

1. Quality plan and PDCA cycle

Quality planning is the first step in improving the service process to ensure that the final result meets the needs of the customer. It is important to run a consistent quality plan throughout the operation of the project. When implementing a quality plan, the quality objectives of the cleaning service project, which the quality assurance staff and the project manager are of mutual interest, In order to achieve a goal of a guaranteed, enforceable Quality Measures - Quality Planning of Cleaning Services, this is one of the most important activities in the quality planning process. In this process, the service quality assurance staff and the project manager need to identify the customer's needs first; secondly, the project that develops the service, that is, what these fast-selling brand stores or other customers need cleaning or maintenance related business,

Below is the quality planning activities for a sub-PDCA cycle example, the introduction of PDCA cycle in the application of quality planning.

2. Quality control and PDCA cycle

Quality control is a common process for the operation of the project. Quality control activities mainly from the evaluation of actual performance, the actual performance and quality objectives of the comparison. With the development of modern quality management tools, the concept of quality control has been recognized as a defect prevention. In the United States, TQM (Total Quality Management) adopted the concept of defect prevention. Quality control also appears in many steps in the quality plan.

The feedback loop is more common and has applicability in all industries. When it is found that the controlled object does not meet the measured performance indicators, the loop will play the role of A in the PDCA cycle. The quality control process is analyzed and presented as a sub-cycle in the overall PDCA cycle of quality management.

The feedback loop is decomposed into seven elements, identified by the PDCA cycle control diagram in the figure below.



3. Quality improvement and PDCA cycle

As a quality management trilogy in the quality improvement, extraordinary significance. Improvements mean "organized to make benign changes; to achieve unprecedented levels of performance", with the meaning of "breakthrough". Quality improvement refers to measures taken to enhance the effectiveness and efficiency of activities and processes taken throughout the organization to provide value-added benefits to the Organization and its customers. Quality improvement is to eliminate systemic problems, the existing quality level on the basis of control to be improved, so that the quality reached a new level, the new height.

In the service enterprise, in terms of service characteristics, to achieve the customer requirements of the product characteristics, can generate revenue for the enterprise; The quality improvement means to further meet customer needs and research innovative cleaning services; through technical updates to shorten the cleaning project operating cycle, making the service faster and better to provide services for customers.

Quality improvement should be done in all areas that affect the performance of the company, both the quality of cleaning and the operation and management of the project. Quality improvement should not only rely on the efforts of quality assurance personnel, but must be integrated into the entire system.

Achieving quality leadership requires senior managers to personally control the quality management quality improvement process. It is particularly emphasized that the fourth step in the eight steps to find the main reason and the fifth step to implement the improvement, that is, P (planning stage) and D (the implementation phase). Only by truly identifying the underlying causes

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of weaknesses and weaknesses can we effectively implement and achieve the goals set out in the quality improvement. Examples of quality improvement combined with PDCA cycles are as follows:

5.4.3 Combination of Total Quality Management and PDCA Cycle

Total Quality Management (TQM) is a successful management model, whether in any environment are pursued:

Under the leadership of the top management, establish a clear medium and long-term vision and strategy;

The correct application of TQM contains various concepts, values and scientific methods;The human resources and information as a vital infrastructure for the organization;

In the appropriate system, the effective operation of the quality assurance system and other cross-functional management system, such as cost, cleaning time, environment, security management system;

Support the health relationships of customers, employees, society, suppliers and shareholders with the support of the core competencies of core technology, courier and vitality organizations;

Continuing to achieve the company's goals, the goal should be achieved in order to facilitate the organization's vision and mission, and to continue to obtain profits. The PDCA cycle is a recognized scientific process that should be followed by overall quality management.

Total Quality Management Results and PDCA Cycle

The goal of total quality management is lower cost, higher revenue with customers and active employees.

First, the overall quality management results: a lower cost and PDCA has a bad association, demonstrated by the combination of total quality management and PDCA cycle. High quality means that low-cost, upstream work products or process quality control and improvement is bound to save considerable cost for the downstream process. Statistics show that the cost savings: the more close to the customer to accept the end of the product, the more obvious.

The second result of total quality management: The customer who evaluates 5 points for the cleaning service in the satisfaction survey, the likelihood that such customers will not leave in the next 12 months compared to those who rated 4 satisfied. The latter 4 times, and the future continued to maintain the relationship between the possibility of the contract is 5 times the latter. Satisfaction rating of less than 4 points is in an uncertain state. In the SO company, all kinds of cleaning services to enhance customer satisfaction index is to assess the project leaders led by one of the many KPI indicators, so in order to achieve quality control requirements, the top management must develop their own products to enhance the use of customer satisfaction. The improvement plan, P (planning stage) common initiatives are: with the project manager, quality manager to visit domestic and foreign industry reputation better business, according to their own situation to develop cleaning plan task.

Total quality management of the third result: the activation of the staff. Service enterprises should have more active employees, for the organization to achieve lower costs, higher returns and access to more customers. This type of staff can be more clearly distinguish their own customers who, downstream needs, desire and hope is what. This has made some difficulties for the development of relevant requirements. SO company in some areas has not yet reached this standard, so the project from the human resources management, quality management and other areas more necessary to use PDCA cycle theory, the company's various aspects of the overall quality of staff to enhance.

5.5 SO company performance analysis

KPI		Key Performance Indicator	Service Level Description	Penalty Points
KPI 1	(I)Contract and performance	Invoices are correctly invoiced and with the right data (address, amount, name, accounts +++, submission date)	Data as agreed by both parties	2
KPI 2		Justifiable Complaints	Any justifiable complaint from H&M stores or H&M management	2

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KPI 3		Regular / preventives Services	Work is done properly as per Maintenance Walkthrough / Cleaning Checklist standards	4
KPI 4		Corrective / Additional Services	Work confirmed in writing by signed Purchase Order with agreed price & completion date and documented through formal email Work done as per H&M standards	4
KPI 5		Monthly Maintenance reports and follow up actions	Standards as detailed in the Maintenance RFP / Cleaning RFP and Contract criteria	2
KPI 6	(ii) Human Resources	Management and Supervision Levels	Available 80% on site	2
KPI 7		Accidents and Incidents	All incidents reported	2
KPI 8		Staff Training, Identification and uniform	Employee uniform, training and ID complies with Contract	4

6. Forms of implementation

6.1 Optimization strategy of project human resource management in enterprise

6.1.1 Strengthen the corporate culture

Enterprise values are the core and foundation of corporate culture, which provides employees with a common set of ideas, beliefs and codes of conduct. Enterprises need employees, who agree with the enterprises' values and goals, who treat company's business as their own things, and who would like to make selfless dedication to the company. But the recruitment of these employees is not an easy task. Loyalty to the company depends on whether they agree with company's values and culture.

6.1.1.1 Strengthen internal communication

In the past survey, we can see that "the distribution of information in the organization or the team without any obstacles, all kinds of information fully shared" option for small and medium enterprises, such as the SO company, is very important. It can be seen that strengthening the internal information transmission and strengthening the communication between employees is very important to the development of small and medium-sized enterprises. Full information is not only the basic prerequisite for employees to successfully complete the task, but also the necessary conditions for employees to be creative. Therefore, the company should ensure all employees to gain the access to information, such as the company's website, information disclosure, recruitment positions, training programs, basic business development, and technical information release. At the same time, employees should be encouraged to actively participate in management; thereby the corporate team spirit can be enhanced.

6.1.1.2 Promotion of corporate culture

As a service-oriented small and medium enterprise, SO company should vigorously carry forward the spirit of enterprise, business philosophy, quality policy, values, pursuit of goals, behavior norms, to solve corporate culture issue from the root. In-depth training for employees on corporate culture awareness should be implemented. Promoting corporate culture in a variety of ways will ensure the penetration of corporate culture to each employee, to each project, and to the whole process of project management. At the same time, some effort should be made on enterprise identification. Enhancing the company's market awareness, employee awareness and efficiency awareness would lay a solid common ideological basis for the company's reform and development.

6.1.1.3 Establish correct business philosophy

Establishing correct business philosophy is an important task for corporate culture. There are many categories of business philosophy, such as market concept, competitive concept, concept of efficiency, innovative ideas, long-term ideas, ecological concepts, democratic ideas and so on. These specific understanding and attitudes are the basic guidance for the production and business activities, which directly affect all aspects of daily behaviors of employees. As the differences in environmental services projects, human, material and financial resources and other aspects of the situation, the business philosophy is also different. SO companies need to establish its own business philosophy by analyzing its development goals. The business philosophy should be recognized and accepted by the employees, and they should follow this business philosophy in

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their daily practices.

6.1.2 Implement Compensation Management

Different pay systems will attract different people with different values. If pay is related to individual performance, it attracts individualistic employees. And if the employees are more concerned with the team, they would be loyal employees. Therefore, the design of compensation programs should be coordinated with corporate strategy and human resources management. Strategic pay management refers to that the enterprise can make appropriate response to the opportunity and the threat in the decision-making, which would support the organization's overall long-term development direction and objectives. By making appropriate pay strategy and pay management system, the companies could be more competitive. Several points, as below, should be considered for the implementation of strategic pay management:

6.1.2.1 Change the remuneration system in accordance with the change of business strategy

Business strategy is not static. The business environment such as external environment (economy, technology, competitors, markets and other changes) keeps changing so the business strategy should make responses to these changes accordingly. The salary system of the enterprise is to serve the business strategy. Once the business strategy changes, the compensation system should be adjusted or changed so as to maximize the incentive function of the salary and to stimulate the enthusiasm and creativity of the staff. Finally, the business objectives and development strategies can be realized.

6.1.2.2 Adjust the pay strategy focus in accordance with the enterprise development stage

The development of an enterprise is generally divided into start-up period, rapid growth period, mature and stable period, recession period and recycling period. Generally speaking, the enterprise's salary is highly competitive in start-up period, while it is not that competitive in mature period. For SO, the first step is to identify the development stage. Furthermore, a reasonable and competitive salary strategy, which could meet the needs of the company and promote the sustainable and stable development, should be developed. This is should be considered in combination with theoretical analysis and comprehensive investigation of enterprises and research, good knowledge of the company's current situation and main issues, and business strategy and development objectives.

6.1.2.3 Emphasis on the incentive

With the rapid development of social information and technology, the proportion of highly educated employees in small and medium-sized enterprises is gradually increasing. SO company is a service-oriented enterprise, and most of the employees have high degree and rich management experience. Only excellent pay couldn't fully meet the needs of employees. The hidden remuneration is based on the remuneration of the job itself, which refers to the set of benefits that is not in form of cash, but competency, sense of accomplishment, sense of responsibility, trainings, development opportunities, personal reputation, and so on. Highly educated workers are concerned about the pay itself, but also concerned about the hidden remuneration provided by the enterprise. Therefore, enterprises should pay more attention to highly educated and core employees. In addition, the enterprise should create good working environment and provide challenging work to them.

6.1.3 Emphasis on employee career management

Employee career management in enterprise can reduce the cost of loss, which is conducive to the overall performance of the enterprise. Through the above empirical analysis, we can see that the employees are really caring about career promotion. Therefore, the management of employee career should be taken into account.

6.1.3.1 Establish career progression path for employees

The hierarchy of the company affects the career path of the employees. If there is no reasonable job promotion system within the enterprise, some positions have to be filled by external recruitment, which will hurt the current employees and their loyalty to the enterprise. To implement career management, a scientific and rational career path must be established and the development of promotion rules must be set. For example, career path to managing position can be standardized; the employees can be trained. Establishment of a promotion mechanism can not only encourage employees to continue to work for enterprises to reduce the turnover rate, but also save human resources costs and avoid risks of external recruitment. At the same time, it is not encouraged for the company to blindly only focus on current staff promotion. If the current employees are not enthusiastic towards the work, the performance is not up-to-standard, the company should also consider recruiting employees externally. This may also remind the current

employee and urge them to improve performance.

6.1.3.2 Guide and help employees to develop personal development plans

Personal development plan, enabling employees to identify annual priorities and targets, can help them to perform better. The employee's personal development plan can be made after the annual performance appraisal. Generally speaking, the employee's personal development plan includes the overall development plan, the annual work targets, the annual performance indicators, the key knowledge and skills, job performance and so on aspects. For each enterprise, the development of personal development planning should be made based on the annual business plan in combination with specific job responsibilities. Companies should help the employees with great potentials achieve breakthroughs and promotions as soon as possible; for other employees, the main goal is to help them to achieve satisfactory performance in the current position.

6.1.3.3 Establish feedback system for career management

From both the perspective of experts and the enterprise management practice, the development of enterprises and staff development are closely related to each other. Only the enterprises with win-win situations can develop in a sustainable way. Therefore, employee career management and the corresponding management system must be established, and the employee career planning supervision must be implemented. With feedback of employee career goals, enterprise can help employees grow and ultimately achieve career goals. Regular or irregular feedbacks and comments on the employee's career planning are beneficial for realization of the maximization of personal value.

6.1.4 Strengthen the performance management of employees

Through performance management, company and employees can communicate with each other in terms of corporate culture and values, and this can link employee's activities and organizational goals well.

6.1.4.1 Clear duties and tasks

Clear job responsibilities and tasks, are not only conducive to the employees to work in accordance with established norms and requirements, but also help enterprises to be fair and reasonable for

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performance appraisal. Therefore, the company should establish reasonable performance management system, design work instructions, and provide strict provisions of the job tasks, job responsibilities, work relations and work standards. Enterprises should not only have performance management system which the employees must abide by, but also establish an accurate data system, accurately recording the behaviors of employees. In addition, the performance management system should keep being improved constantly based on the changes, only by which a reasonable system can be established.

6.1.4.2 Evaluation of performance

First, the performance of the employees should be evaluated. Difference does exist between employees in terms of personal ability, personality, and professional ethics. Employees have their own strengths and weaknesses. With excessive emphasis on the strength or weakness, it is difficult to avoid bias or error. For performance appraisal, the performance of employees as well as the quality of the work is very important. This is conducive to help the employees to achieve the goals, and it is also conducive to the development of the company.

Second, comprehensive evaluation should be done. Performance appraisal shouldn't be simply scored by department or colleague due to the possible internal competition and conflicts of interest. The evaluation of employees should be done by a dedicated performance evaluation team. The team members should include department heads, departmental colleagues, clients, and relevant personnel in the human resources department. The proportion of customer scoring should be increased. In addition, the scores from the market are fair. Assessment should be in details. The results and timely feedback should be provided to the employees to ensure the fairness and make most employees satisfied.

6.1.4.3 Establish a scientific performance management system

A complete performance management system includes performance planning, performance implementation, performance appraisal, and performance feedback & results. Combined with the staff interaction, feedback, performance appraisal results, staff training development, promotion, and payment, performance management can play its due role. Without considering employee compensation & benefits, rewards & punishments, and promotion during performance appraisal, performance appraisal is certainly a mere formality, which would be a waste of manpower and time.

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Many well-known enterprises at home and abroad have established mature performance management systems. SO can learn from these enterprises for performance management and optimize the existing performance management system. SO company will invite consultants, who have experience in building a successful performance management system, or modify the performance management system of other companies. With the help from professional consultants and experienced professionals, a standardized performance management system could be established in a short period of time.

6.1.5 Implementation of training

The purpose of training is to equip the employees with the knowledge and skills, and furthermore the employees could apply the knowledge and skills learned in the training to their daily work. In recent years, it has been widely recognized that training shouldn't only be limited to the development of basic skills, but also to gain competitiveness. Through long-term training, the enterprise will have more professional and technical personnel, more high-quality, highly skilled, and high-input employees. To form a perfect training system, the following aspects should be considered:

6.1.5.1 Reasonable management system

One of the key features of the training system is the ability to enhance the competitiveness of enterprises. Therefore, we believe that we should establish a reasonable and effective training system, in order to enhance the sustainable competitiveness of enterprises. A reasonable training system or a comprehensive training management system should include training needs assessment, employees training preparation, training environment creation, training result transformation, training method selection and training program evaluation and so on.

The imperfect management system does exist in many small and medium-sized business training. Therefore, enterprises should start from the leadership, and establish and improve training system. The chairman or general manager who is responsible for approving the revision of corporate training management systems and policies should be trained first. Training strategies and annual training programs should be determined. The effectiveness of training and coordinating training related matters should be examined. Director for training should be set in relevant departments, who will formulate annual training plan, organize trainers, and give feedback to training center.

6.1.5.2 Strengthen pre-job training

There are two purposes for pre-job training: one is to let new employees feel that they are welcome to join the company; the second is to enable new employees to understand the required knowledge and skills and understand the company's situation.

6.2 Develop project quality plan

Quality is the key factor in ensuring the quality of the project and is an important task for the project management team. For quality management, a complete and feasible quality plan is essential. Quality comes from planning and design, but not from inspection. A good quality assurance program will help to guide the quality management of the project.

In accordance with the requirements of the company's quality management and the actual situation of the shop, the quality of project management should be fully planned; the quality of service should be further clarified. In the process of implementation, the key factors of the quality should be determined. Therefore, enterprises should use causal analysis, flow chart and other methods to analyze the project, to determine the need of monitoring the key quality checkpoints, set a reasonable checkpoint, and develop quality standards and design quality checklist. To this end, the project configuration management system should be established. Quality management documents, including quality management plans, quality checklists, corrective actions, etc., should be stored in the management system, which can facilitate project members to access the documents and guide their own behaviors.

Here are some points of the SO companies in the project quality management planning process:

1. Is the project operating plan reasonable and satisfying customer needs?
2. Whether the quality of daily service operation is stable? Is there a need for testing?
3. What kinds of goals to achieve, whether it is acceptable?
4. Management experience, whether there is integration experience?

6.2.1 Establish quality management objectives

SO quality management principles are: quality integrity, clean environment, law-abiding, and continue improvement; high-quality integrity is the goal of SO company; quality priority and integrity must be adhered to; the company should provide customers with the best service and

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clean environment. The company encourages employees to keep the environment clean. The company complies with national and government laws and regulations; systematic and fine management should be utilized; high standards should be maintained and service quality should be continuously improved.

On the basis of the management principles, SO company manages objectives by considering the actual project. The goal should be measurable. Project managers and customers should have detailed discussion. Only with sufficient field research, the project quality objectives is determined.

1. Customer satisfaction of 95% points or more;
2. Customer opinion handling rate of 100%;
3. Standardized operating rate of 95%;
4. Cleaning quality pass rate of 95% or more;
5. The implementation rate of training programs reaches more than 95%;
6. The effectiveness of the relevant employee assessment of more than 95%;
7. Equipment, material supplier evaluation of the effectiveness of more than 95%.

6.2.2 Establishment of the project quality management organization and clear responsibilities of members

In order to ensure the orderly and efficient development of quality management, successfully achieve the quality management objectives, and fully play the role of each member in quality management, quality management organizations should be established from an organizational and managerial perspective.

1. Project manager / quality management responsible person job responsibilities

(1) Solely responsible for the operation, management and implementation of the project; according to the requirements of customers, the operation should be organized; timely and comprehensive information should be obtained; the contract should be strictly followed. In order to ensure project quality, cleanliness standards, labor discipline, and service attitude should be supervised and checked.

(2) Responsible for the establishment and implementation of the quality management system of the project; responsible for the quality, safety, schedule and cost management of the project,

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supervising the implementation of the project and the preparation and implementation of the overall project system, standards and programs.

(3) For the problems involved in the cleaning process, the management team and other relevant personnel should be organized to a meeting for discussion; the problem should be analyzed; the measures should be taken in time; emergency work should be coordinated.

(4) Safety should be taken into account and staff working conditions should be improved. While improving the quality of the project, employees' physical and mental health should be emphasized. Business skills learning and training should be organized, and the technical and operational skills of employees should be continuously improved.

(5) Responsible for cost accounting; labor quality and labor productivity should be improved; work preparation, human resource deployment, capital use and material deployment should be strictly controlled; normal operation should be guaranteed.

(6) Responsible for project team construction and implementation of corporate culture construction system and measures. Understand the ideas of employees, work and life and listen to their comments and suggestions.

(7) Undertake other work assigned by contractors and superiors. In the inspection or emergencies, attention should be paid to the overall situation; take the initiative to organize personnel to participate in the task until the successful completion.

2 Project manager / quality supervisor job responsibilities

(1) Responsible for the implementation of project quality management

(2) Responsible for checking the quality of employees in the project; strengthen quality management education; improve the quality of project site supervision.

(3) Accurate and timely understanding of the operation; timely resolution of cleaning supplies, chemical reagents, low-value consumables, and supplies (equipment, emergency); the use and management of materials and equipment should be strengthened; for all kinds of items, accounts, cards, things must be consistent; strict procedures (equipment, emergencies) should be set.

(4) Files on routine use of tools and mechanical equipment should be established. Maintenance

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should be fully documented. The manager should supervise the staff to do the maintenance work (equipment, emergency).

(5) Timely statistical assessment of attendance; labor management, security and other work should be done.

(6) Understanding of quality management and problem solving in a timely manner.

3. Cleaning employee positions duties

(1) "Quality first, service satisfaction" concept should be persisted. Employees should love and respect their jobs, master the technology, make full use of the materials, master the basic work of cleaning and procedures. Work should be done in a timely manner.

(2) "One person for thousands of clean" professional ethics should be firmly established. Employees should be industrious, love the company, have team spirit, do not take public property, do not harm the interests of others, do not waste material, and obey the company.

(3) Polite language should be used; the appearance should be clean; no chatting is allowed at work; pedestrians should go first; the operation should be standardized.

(4) The company rules and regulations are really abided by in the service area, unified and clean dress should be worn. The sign should be worn according to the regulations.

(5) All actions should follow the command; be compliant with the work hours and leave system.

(6) Safety regulations should be followed. Unauthorized use of electrical equipment and facilities should be prohibited. Work tools and materials should be properly used and kept.

(7) Civilized management should be persisted; unnecessary waste should be eliminated. Polite language should be used; be polite; respect public places.

6.2.3 Flowcharts are used to create workflows

In order to improve the quality and efficiency of cleaning project management, the repeated waste of personnel and equipment should be avoided. According to the type of work, the actual work needs, the cleaning (also divided into mechanical cleaning, manual cleaning, mechanical cleaning), garbage collection and transport operation flow chart, the project operation procedures should be established.

6.3 Perform effective quality control

6.3.1 Method of project quality control

Based on the current adoption of the ISO9001 system, total quality management theory is introduced, and the new quality management model is established in the clean project. On the one hand, in accordance with the requirements of the ISO9001 system, employee's behavior is regulated, employee's activities are standardized, so the quality of activities is standardized. Job responsibilities should be implemented, documents and other technical issues should be prepared, so the customer's quality requirements can be met. Compliance management for basic management should be emphasized. On the other hand, total quality management should be implemented. "Education" concept should be persisted; the quality of employees should be continuously improved; human factors should be placed in the first place. People-oriented ideas should be adopted by the company. By improving the quality of service, project research, QC team activities, employees can take initiatives and consciously participate in continuous quality improvement. For the quality management of cleaning works, the two methods should be combined to enable them to promote each other. Enterprise organizations should be constantly improved; quality control procedures should be gradually optimized, standardized and scientific. The process should be strictly controlled, so resources can be fully utilized and management can enter a new high-quality stage.

The specific method is as follows. In SO, the project quality plan is developed, quality and quality control is effectively guaranteed, and the implementation of project quality and other measures is continually improved. Supporting the daily implementation of the service, optimization of the current cleaning process and design, and optimization of the mechanical and personnel operations are focused. At the same time, management is optimized, management effectiveness and supervision guidance are focused. Unfavorable factors are improved by strong control, and the actual quality of the cleaning engineering service management model is improved.

6.3.2 People - the establishment of an effective employee management system

The quality of the project is determined by the people. People's ideological and political quality, sense of responsibility, professional, business ability, technical level has a direct impact on the quality of the project. In the project, "people-oriented" is the benchmark for SO company's quality management. All the relevant managers, operators and employees of the project are the main factors that affect the quality of the project, so the "effective management quality" should be controlled first.

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1. In the recruitment period, applicants with clean industry experience and high technical level should be recruited as much as possible.
2. According to the sanitation labor quota in the city, in combination with the actual situation, employee quota should be properly adjusted.
3. Skills training for employees should be strengthened. Strengthening employee training is an effective way to improve service awareness and service attitude for cleaning employees, and this is one of the important means for training employees. New employee training can improve the cultural quality and work style. In order to improve the business ability of cleaning employees, they should be arranged to participate in qualification training and other trainings. The concept "quality first, user first" should be accepted by the employees through training. A sound quality responsibility system should be established.
4. Good corporate culture should be created. The awareness of "home" should be enhanced in the employees; staff cohesion and centripetal force should be enhanced, which can prevent the loss of human resources.
5. CC quality control activities should be widely carried out, which can realize self-improvement

6.3.2 Material - Material procurement and selection of optimized materials

Material refers to the material used for cleaning, including oil, brooms, cleaning agents, rags and other consumable materials. Unqualified materials, will not only lead to unqualified quality of service, but also greatly increase operating costs. The following measures should be taken.

1. In order to ensure material quality and control cost, the procurement channel should be regulated, the list of qualified suppliers should be established, the supplier should be reasonably chosen, and the centralized procurement approach should be taken.
2. In order to achieve the purpose of quality control, an effective access system should be established and material inspection, storage and quality sampling should be conducted.
3. Tools should be checked every day by the specified person; whether the tool is damaged? The tool should be returned in time after the daily use.

6.3.3 Law - Establish standardized operating procedures

The process includes the arrangement of the process, the connection between the process and the preparation of the guidance documents for the processing of the process (such as the process card, operating procedures, operating instructions, process quality analysis, etc.).

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1. Constantly improve the process, refine the operation method, form a unified standard and process, and pay attention to training.
2. The easily understandable process card should be written and the "operation guide" in the pocket should be prepared. At the same time, the relevant operating procedures should be standardized in each team to ensure that employees can quickly get started even without a high level of education.

6.3.4 Quality - Establish a sound quality supervision mechanism

Strict quality supervision mechanism is the guarantee of clean project quality management. In the management of clean engineering, project managers and project leaders should be set up. Led by the quality supervision and management team, strict implementation of quality standards and inspection requirements should be made. Internal and external full coverage, multi-level, multi-means evaluation system should be realized, namely: the operator self-inspection, foreman inspection operation, the project leader often check, the project department often check and flight inspection airport cleaning service quality, safe operation, Project management and other aspects of long-term regulatory management. Quality and vital interests should be linked together, the workload, service attitude and quality to be a reasonable reward, environmental health quality and effectiveness should always be noted that the quality system measures to be implemented.

6.4 Continuous improvement of project quality

Project quality management should be improved through the use of management policies, management objectives, audit results, data analysis, corrective and preventive measures, and management review.

In order to achieve continuous improvement of the management system, the following planning and management should be considered:

1. The quality management policy should be developed; the need for continuous improvement must be specified from the direction.
2. Through the quantitative indicators of quality management objectives, quality management standards will be improved year by year.
3. The specific improvement measures should be presented.
4. Corrective action and precautionary measures should be taken, the cause of the failure should be eliminated, continuous improvement should be promoted, and the integrity of the entire

management system should be promoted.

7 Change management

7.1 The combination between hard and soft issue

For SO company, the business focus mainly on commercial cleaning industry, The commercial cleaning industry is the main branch of the cleaning industry, that is, in addition to industrial cleaning and household cleaning for living neighborhood, education institutions, office buildings, shopping malls, hotels, restaurants and other public business places to provide cleaning tools, products and services.

Commercial cleaning industry in general, can be divided into five sections which are manufacture cleaning, office and hotel, medical cleaning, catering and others. These five sections have a steadily increasing demand since 2012 in China.

SO's business covers the five most important sections in commercial cleaning industry. To better analysis SO and to find they start point of change management, it is important to understand the market first.

- Manufacture cleaning is encouraged by the government in China because of the growing quantity of the factories and market needs, there are more factories and commercial sites have been built up. The cleaning industry has a strong ability to resist economic risks, but it is affected by the decrease of the finished area of manufacturing plant.

- Office cleaning is like the manufacture cleaning. In the beginning, because of the increasing quantity of office buildings, it has contributed high proportion of the commercial cleaning service. However, as the quantity decreased during 2012-2014, it has faced adjustment period. From 2015 and on, the decreasing situation has recovered with positive result, around 23.3%.

- From 2012-2016, in middle upper high level luxury hotel industry, because of the number of demand-driven, the scale of the cleaning service increased at a low speed. It has about 17.3% of the market share of the commercial cleaning industry. The number of luxury hotels is increasing, in the fierce competition situation, these hotels are paying more attention on the service and quality, therefore, have higher demands and needs in terms of better qualified cleaning service

- With the improvement of people's living standard and the increase of aging, the future of the number of medical institutions, medical conditions and medical services will have higher

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requirements. The medical cleaning service do have strong potential in the commercial cleaning service, but most of cleaning service has been contracted by the Chinese government related company, which therefore, will not be the focused area for SO.

- Catering cleaning does not show a stable performance in the China market. During 2013, catering cleaning service had faced its lows and only after three years had it recovered by a very low speed. Considering the risk it might consist, the Catering service will not goes into SO's future portfolio.
- Other business areas which includes shopping malls, theme stores and other recreational venues, etc. Because of SO's current business model and the majority type of its customers, they possibility for SO to develop in the other business areas is shopping mall.

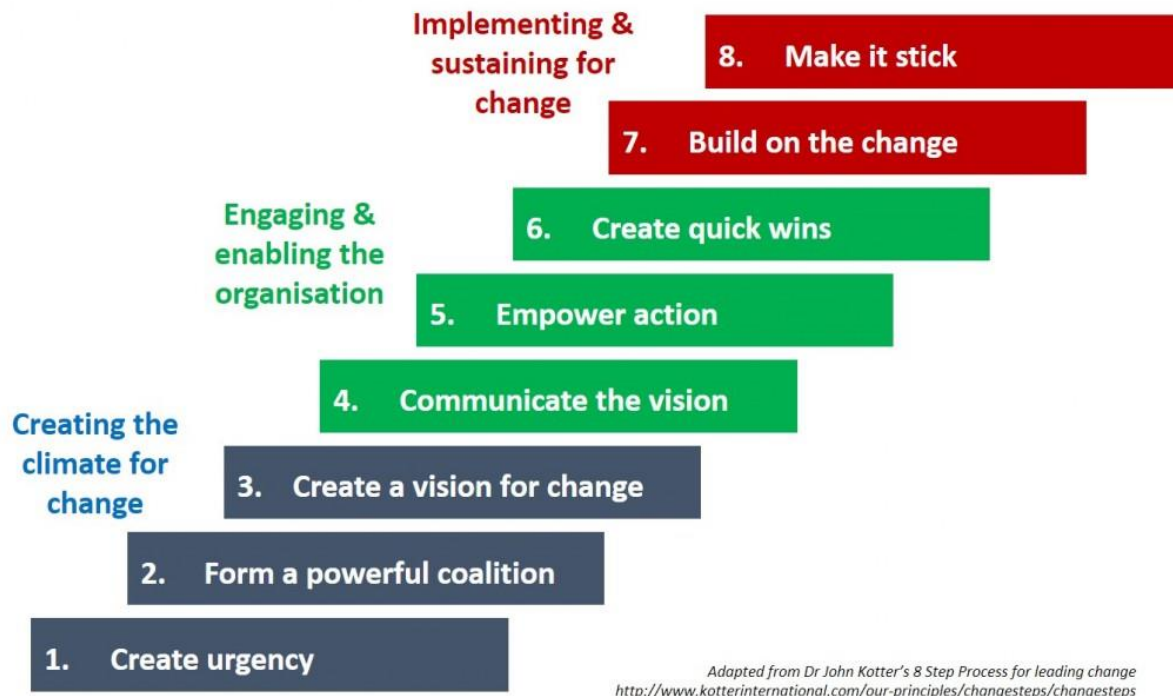
Due to the fact that SO is going to be listed in the China stock market and by considering the market facts and the challenges SO will face to, there necessary changes will carry on, and therefore, Change Management is vital for SO company.

As we know the organizational structure of an enterprise plays very important role in the employees' behaviours. Changes in organizational structure are mostly due to internal and external environmental factors. External factors include the increasingly competitive market environment, mergers and acquisitions, customer needs; internal factors include new product production, marketing, technological change and human change. Change is unavoidable. Managers must continue to change management to ensure the survival and development of enterprises. Change management is not only necessary, but also urgent. Any business in the world needs change management.

7.2 John Philip Kotter 8 steps process

Change management means that when the organization grows slowly and the internal problem arises, the enterprise must change strategy, the work process and the enterprise culture, and carries on the necessary adjustment. The core of enterprise change is management change, and the success of management change comes from change management. The success rate of change is not 100%, normally much lower. It is important to know how to change.

To face the Change Management, not only for SO, but for all the other companies, there are suggested procedures to be followed on which is created by John Kotter, namely 'Kotter's 8-Step Change Model'.



To help clearer and better understand the application of the model, here are the analysis and illustration by using SO's realistic case for future study.

In my opinion, the eight steps are essential to a success of a management change. Step 1,2 and 3 are the fundamentals for the change, without which a change wouldn't be possible. Step 4, 5 and 6 are the core part of a change. The actual changes occur during these three steps. Step 7 and 8 are to maintain the fruits of the changes. However, the most difficult step might be the first step – create the urgency for a change. The awareness of a need for a change should be gained by the manager himself before this.

Change is most likely be aroused by leader, and under most of circumstances, the employees will not be as enthusiastic as the leader to move on and make changes happen. However, autonomy and willingness to change is very important for the whole process, Kotter's first step 'Create Urgency' then make very sense for the change get started. For SO, there are two main reasons for change. First, it is going to the China stock market, this means the company will not be a private company anymore, everything should be standard, clear, and follow the public company's rules. Second, the industry itself, has been changing so quick, SO needs to have a deep analysis and overview of the industry, so that improvement and better value can be created.

'Form a powerful coalition' means get more people to support you. One man cannot make the change happen, the leader should find the people who are willing to give support across the

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organization. In SO, all of the leaders from all the departments have allied together, since the change will go through the whole company.

Create a vision for change' can be seen as to encourage the employees to change by listing the differences if changes can really happen. As in the second step, the supporters come from different departments, and of course, in the daily work, they must have been facing different problems and are upset about it. The vision is then important for all of them to understand the inevitability of change. SO's challenge is huge. From a private limited company to a public company, there are rules to be defined and followed. With time, the industry itself tends to adjust to the human beings behavior as well, that means the market is changing, SO needs to follow the change from market and adjust itself to better be with the market.

The vision need to be spread to the world within the company by communication, that is 'Communicate the Vision', the communication about the change must be certain, clear and powerful, so that everyone in the company knows what and how the company will change, and how should they cooperate for certain change. SO holds the vision in mind and talk about Change Management and the vision from time to time. For instance, there are company meeting every month and group meeting every week, that meet is only about Change Management and progress related to it.

With vision and communication is not enough to lead success, it is frequent and normal to have obstacles during the period. It is highly possible that someone is satisfied with current situation and resist to change, because that will get people busy and thinking. There are cases like this in SO. Actions should be taken so that the rest of employees will be empowered and will be encouraged for changes. It is also likely that, someone agrees to change, but his working ability doesn't fit the challenge, SO offers its staff for further training if things like this happen. In the worst case, SO will hire suitable employee to take the job content.

The whole Change Management always takes time, and long-time process tends to get people tired and disappointed if there is no progress or incentives for that. Therefore, 'Create Shor-term Wins' is useful for keeping the progress. There are different small steps or tasks which contribute to the final success and needed to be achieved one by one. These tasks should be seen as small 'Wins', encouragement and small celebrations can bring people more motivation to finish the following tasks. SO offers small gifts or promotions to its employees because of the small successes, this cycle has been running during the whole Change Management.

Changes also need to be firmed with time. The idea 'Build on the Change' refers to this topic. The

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Change Management should be practice from time to time, as the whole business atmosphere is changing so quickly, there are adjustments will be applied every day. Change Management can be seen as a circle, improvements will happen from each point of the circle, and that makes the Change Management deeper, and makes the company better. The preparation of being listed into China market takes time, then the listing process takes time, after that there will be new challenges for SO as a listed company, as long as there are improvements needed, there will be Change Management happened.

The last step from Kotter's model is 'Anchor the Changes in Corporate Culture'. To make Change Management stick to the company, the best way is to take it as the organization's culture. Organization culture is important, because it influences the employees from day to day. Make continuous efforts to ensure that the change is seen in every aspect of the organization. This will help give that change a solid place in the organization's culture. SO has brought Change Management into the company's daily operation, and the spirit of Change Management has been spread to the employees. There is still long way for SO to go in the China market, every achievement will be celebrated and recorded, for instance, there is a wall where can put all the pictures and certificate SO has got. The existing employees find the sense of achievement from here, and for new recruited employees, here is where all changes get started.

In today's society, the changes facing the organization are everywhere. Some of the changes are smooth and successful, while the others might be not that is expected. Some of the changes have reached their goals, while others have failed. Here are a brief summary on how the change should be implemented:

1 Be prepared for the change

There are many aspects which could be considered during this stage, such as creating the urgency for the change (which is discussed in the above chapters), design varied training for different groups of people and get approval from the management level, etc.

Give some more details here, senior managers and managers usually play the role of change agent, and they are the leaders of change; Employees are the main part in the change. The training targeted to managers and employees should be distinct. Effective change management training will be designed for different groups of people.

2 Implementation of the change

During the implementation of the change, a lot barriers may occur, which would hinder the implementation of the change. The obstacles might come from different sources, probably also in an

unexpected way. An experienced manager would be a great help to this situation, who will know how to solve the problems in a more effective and reasonable way.

3 Maintenance of the fruits of the change

Maintenance is very importance, which is relevant to sustainability. Without proper maintenance, all the effort we put in the first two stages will be wasted. To maintain the succeeded change, the below aspects can be considered:

- cultivate a good company culture which is compliant with the change
- establish a proper incentive mechanism to motivate the employees
- incorporate the core part of the change into the Code of Conduct

8 Conclusions

8.1 Conclusions

In this paper, the quality management of a typical company's cleaning project is studied. Some of the shortcomings of the project quality management are analyzed, such as general low level of personnel literacy, non-standard operation process and lack of uniform purchase channels, uneven quality, and facilities which couldn't reach the international first-class level.

The author uses the project quality management theory, and the quality of the cleaning project will be improved from 5M1E (man, money, method, material, measurement and environment). Through the establishment of an effective personnel management system, the author made some suggestions, such as strengthening equipment management, material procurement and selection, the establishment of standardized business processes and operational procedures, the establishment of rapid response to environmental planning, the establishment of a complete quality supervision system, quality assurance and quality control measures. Thus, the project quality can be improved, which has been recognized by the customers.

This paper investigates the relationship between human resource, project performance and project quality through design and distribution. The data were analyzed by using SPSS 23.0, and the following results were obtained:

(1) There is a positive correlation between human resource management and enterprise and project performance. There is a significant positive correlation between human resource management and performance evaluation, and the correlation coefficient is 0.940 ($p < 0.01$). From the regression analysis results, it is concluded that there is a significant linear correlation between human resource management and enterprise performance. The regression equation is:

$$Y = 0.301 + 0.936x$$

(2) There are positive correlations between the practice of human resource management and the enterprise performance. There are significant linear correlations between seven level indicators and enterprise performance, such as corporate culture, organizational strategy and planning, employee motivation, salary management, performance management, staff development, training development, recruitment and selection. The regression equations are:

$$y = 1.271 + 0.651x$$

$$y = -0.072 + 1.003x$$

$$y = 0.838 + 0.763x$$

$$y = 2.253 + 0.452x$$

$$y = 2.261 + 0.411x$$

$$y = 1.222 + 0.684x$$

$$y = 1.717 + 0.547x$$

8.2 Limitations

First, it is the limitations of data sources. The questionnaires were issued to all employees once without specifically designed questions. For example, there are no questions on account statements for the finance department and no questions on market for development department. Therefore, the scope of the survey is narrow, the sample size is too small, and the research results may have a certain limitation.

Second, it is the limitations of research methods. In this study, literature, survey and quantitative analysis were used. In quantitative analysis, only reliability analysis, correlation analysis and regression analysis were used, and data analysis methods were limited.

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Appendices 1

Questionnaire of SO's HRM and Performance Status

Dear All

The purpose of this survey is to investigate the impact of human resource management and organization performance in the company. This questionnaire is secret ballot, please answer the questions below. We promise to keep all your information and data confidential. Thank you in advance for your participation.

A. Your personal information

The following is the description of organization, please tick the selected letters according to the actual situation personally.

1. Gender:

A Male; B Female;

2. Age:

A. ≤25; B. 26~30 years old; C. 31~35 years old; D. 36~45 years old E. ≥46 years old

3. Grade:

A. Below junior college education; B. Junior college education;

C. Bachelor degree; D. Doctor degree; E. Master degree;

4. Position:

A. Common employee; B. First-line manager; C. Middle manager; D. Top manager;

5. Working experiences:

A. below 1 year; B. 1~3 years; C. 4~6 years; D. 7~10 years E. over 10 years

6. Position type:

A. Human resource; B. Non-human resource

7. Department:

A. Project department; B. Operational department; C. Finance department; D. Development department; E. Strategic planning department;

8. Specific jobs:

- A. Extension clerk; B. Project clerk; C. Extension manager; D. Project manager;
 E. Cashier; F. Accountancy; G. Financial manager; H. Training staff;
 I. Coordination manager; J. Recruiter
 K. Organization manager;

2. Questionnaire about practice on human resource

Please make selections below according to the actual situation, tick the closest number(score).Among them, the numbers (points) are expressed separately:①Strongly Disagree; ②Disagree; ③Generally; ④Agree; ⑤Strongly Agree.

Project One: Corporate Culture						
Item	Item content	Strongly Disagree	Disagree	Generally	Agree	Strongly Agree
1-1	The company encourage teamwork.	①	②	③	④	⑤
1-2	The company can deal with the conflicts between employees in a timely and appropriate manner. These conflicts may have an impact on team efficiency.	①	②	③	④	⑤
1-3	Employees have the right to make decisions and have the opportunity to participate directly or indirectly in the decisions of the company.	①	②	③	④	⑤
1-4	In the company, both individuals and groups can make complaints on work-related issues	①	②	③	④	⑤
1-5	There is no barrier to the delivery of information in an organization or a team, and all kinds of information are fully shared.	①	②	③	④	⑤
1-6	The company has good mission and vision	①	②	③	④	⑤
1-7	The style of management in the company is great recently.	①	②	③	④	⑤
1-8	Your proposals or options that will accepted by top management	①	②	③	④	⑤
1-9	Evaluation of employee's performance not relied on his/her responsibilities, but relied with his/her qualified working ability	①	②	③	④	⑤

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1-10	When you work as a manager that you will have a greater future in this company.	①	②	③	④	⑤
1-11	It is not important to obey orders, but it is important to obey orders of someone.	①	②	③	④	⑤
1-12	People with a high education can get more opportunities.	①	②	③	④	⑤
1-13	The whole company has a strong sense of time on the job.	①	②	③	④	⑤
1-14	The functional departments of the company have strong service consciousness (i.e., the background operation department, such as finance department, internal operation department, etc.)	①	②	③	④	⑤
1-15	The company has good services with customer complaints.	①	②	③	④	⑤
1-16	Manager can make a promise with subordinate.	①	②	③	④	⑤
1-17	Higher level often ask results after assigning matters.	①	②	③	④	⑤
1-18	The higher ups don't interfere in your work directly.	①	②	③	④	⑤
1-19	Communication is crucial, especially with the person you report to clearly	①	②	③	④	⑤
1-20	The company's management concept is very clear. Managers are pragmatic, not pretentious.	①	②	③	④	⑤
1-21	Seniority have advantages whatever he/she can do.	①	②	③	④	⑤
1-22	Company management is gradually standardized.	①	②	③	④	⑤
1-23	The company management is gradually democratized and humanized.	①	②	③	④	⑤

Project Two: Organization and Strategy

Item	Item content	Strongly Disagree	Disagree	Generally	Agree	Strongly Agree
2-1	The organization and management framework and strategy of the company are clear and the division of labor is clear.	①	②	③	④	⑤
2-2	Inside the company, people handle day-to-day work orderly.	①	②	③	④	⑤

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2-3	Strict implementation of the management system of the company.	①	②	③	④	⑤
2-4	When completing a task with other departments, the responsibilities of each department are clearly defined	①	②	③	④	⑤
2-5	When you need helps of others, the cooperation with the departments concerned with your Project is in good condition.	①	②	③	④	⑤
2-6	The functional departments of the company can serve your department well.	①	②	③	④	⑤
2-7	When you encounter transactions that need to be coordinated with other departments, you have a very high frequency of communication with the outside.	①	②	③	④	⑤
2-8	When asking a direct superior for instructions to work, the superior often says to you, "you need to ask my superior for instructions" before giving you a reply.	①	②	③	④	⑤
2-9	You knew clearly about your responsibilities and authority.	①	②	③	④	⑤
2-10	You need more authority in the department personnel allocation, work distribution, evaluation / promotion, rewards and penalties?	①	②	③	④	⑤
2-11	You have detailed workflow when you work.	①	②	③	④	⑤
2-12	When working with workflow, you think your workflow can actually be executed	①	②	③	④	⑤
2-13	Do you think it is useful to work out a work plan?	①	②	③	④	⑤
2-14	Do you think the company has a long-term goal?	①	②	③	④	⑤
2-15	The company has an obvious competitive edge.	①	②	③	④	⑤
2-16	Corporate strategy connect with your personal interests well.	①	②	③	④	⑤

Project Three: Human Resource Planning

Item	Item content	Strongly Disagree	Disagree	Generally	Agree	Strongly Agree
3-1	The strategic plan is very detailed.	①	②	③	④	⑤
3-2	Organizational planning is sound.	①	②	③	④	⑤

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3-3	Perfect system planning.	①	②	③	④	⑤
3-4	Personnel planning is reasonable.	①	②	③	④	⑤

Project Four: Employee Motivation

Item	Item content	Strongly Disagree	Disagree	Generally	Agree	Strongly Agree
4-1	Your work has been recognized by superiors and colleagues.	①	②	③	④	⑤
4-2	Do you think the company cares about employees?	①	②	③	④	⑤
4-3	The company has developed a series of reasonable reward systems to motivate employees	①	②	③	④	⑤
4-4	The company conducts activities regularly to motivate employees.	①	②	③	④	⑤

Project Five: Compensation and Welfare Management

Item	Item content	Strongly Disagree	Disagree	Generally	Agree	Strongly Agree
5-1	The company has established a standard and fair salary system	①	②	③	④	⑤
5-2	Regular review of the current salary system, and timely revision of non-conformity	①	②	③	④	⑤
5-3	The salary standard of the company is in a high level in the same industry.	①	②	③	④	⑤
5-4	The company offer various rewards such as team rewards, bonuses, year-end bonuses, profit sharing, etc., and employees can work at ease	①	②	③	④	⑤

Project Six: Performance Management

Item	Item content	Strongly Disagree	Disagree	Generally	Agree	Strongly Agree
6-1	The company establishes the target performance according to the actual situation of each department	①	②	③	④	⑤
6-2	According to the strategic goal, the company has established the personal performance criteria of employees, and regularly reviewed and revised the guidelines	①	②	③	④	⑤
6-3	The person in charge of performance evaluation in the company has continuously followed and supervised the job performance of the evaluated target.	①	②	③	④	⑤

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6-4	The company develops a series of procedures that allow employees to formally feedback their performance on a regular basis or when an event occurs.	①	②	③	④	⑤
6-5	For the performance level of outstanding departments or employees, company will be timely recognition and reward.	①	②	③	④	⑤

Project Seven: Staff Training and Development

Item	Item content	Strongly Disagree	Disagree	Generally	Agree	Strongly Agree
7-1	Company have found that their own operations and development needed the retention of competitiveness.	①	②	③	④	⑤
7-2	Company combine their own core competencies to train employees	①	②	③	④	⑤
7-3	Draw up training plan for staff, and follow up the implementation of the plan regularly	①	②	③	④	⑤
7-4	The company pays great attention to the improvement of the personal workflow, so as to improve the efficiency of the whole team	①	②	③	④	⑤
7-5	Would you like to squeeze out your private time for training?	①	②	③	④	⑤

Project Eight: Employee Recruitment and Selection

Item	Item content	Strongly Disagree	Disagree	Generally	Agree	Strongly Agree
8-1	The relevant policies and systems for personnel selection and appointment of the company can be carried out in accordance with these policies and systems.	①	②	③	④	⑤
8-2	There are many opportunities for promotion within the company.	①	②	③	④	⑤
8-3	Employees seeking promotion have more than one potential position to be promoted.	①	②	③	④	⑤
8-4	The company can't fire employees optionally.	①	②	③	④	⑤

Project Nine: Evaluation of Your Position Value

Item	Item content	Strongly Disagree	Disagree	Generally	Agree	Strongly Agree
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9-1	Degree of risk of liability for loss of business	①	②	③	④	⑤
9-2	Responsibility for leadership	①	②	③	④	⑤
9-3	Responsibility of coordination	①	②	③	④	⑤
9-4	Responsibility for adverse consequences of work	①	②	③	④	⑤
9-5	Human resource responsibility	①	②	③	④	⑤
9-6	legal responsibility	①	②	③	④	⑤
9-7	Responsibility for decision making	①	②	③	④	⑤
9-8	Minimum academic requirements	①	②	③	④	⑤
9-9	The job's demands for knowledge diversity	①	②	③	④	⑤
9-10	Position requirements for work experience	①	②	③	④	⑤
9-11	The demand of the ability to speak language	①	②	③	④	⑤
9-12	The demand for computer knowledge	①	②	③	④	⑤
9-13	Requirements for PR skills	①	②	③	④	⑤
9-14	Requirements for professional skills, knowledge, and skills	①	②	③	④	⑤
9-15	Job demands for managing knowledge and skills	①	②	③	④	⑤
9-16	Contribution of work to the development of the company	①	②	③	④	⑤
9-17	The magnitude of the job stress	①	②	③	④	⑤
9-18	Complexity of work	①	②	③	④	⑤
9-19	Job flexibility	①	②	③	④	⑤
9-20	The intensity of physical or mental work	①	②	③	④	⑤
9-21	Creativity and substitutability of work	①	②	③	④	⑤

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9-22	The possibility of occupational disease caused by work	①	②	③	④	⑤
9-23	Are work hours normal? Do you need to work overtime?	①	②	③	④	⑤
9-24	Comfort of the work environment	①	②	③	④	⑤
9-25	The danger of work	①	②	③	④	⑤

Project Ten: Business and Project Performance

Item	Item content	Strongly Disagree	Disagree	Generally	Agree	Strongly Agree
10-1	Employee's comprehensive ability.	①	②	③	④	⑤
10-2	Ability to work with all types of Project related to the company (including Project management, cognitive and communication skills)	①	②	③	④	⑤
10-4	Degree of employee effort	①	②	③	④	⑤
10-5	The sense of ownership of an company	①	②	③	④	⑤
10-6	The correlation between employee's behavior style and organizational performance	①	②	③	④	⑤
10-7	Project contract amount growth rate (i.e. performance)	①	②	③	④	⑤
10-8	Project's profit margin	①	②	③	④	⑤
10-9	Market share	①	②	③	④	⑤
10-10	Project (production, operation) cost	①	②	③	④	⑤
10-11	Project quality of service	①	②	③	④	⑤
10-12	Project customer satisfaction	①	②	③	④	⑤
10-13	The ability to attract talented people	①	②	③	④	⑤
10-14	The ability to retain talented people	①	②	③	④	⑤
10-15	The degree of harmony between management and employees	①	②	③	④	⑤
10-16	The degree of harmony among employees	①	②	③	④	⑤

Appendices 2

KPI		Key Performance Indicator	Service Level Description	Measurement	Penalty Points
KPI 1	(I)Contract and performance	Invoices are correctly invoiced and with the right data (address, amount, name, accounts +++, submission date)	Data as agreed by both parties	Invoices have the right details and are correct and accurate with full supporting documentation and information & delivered on the agreed monthly date with the right amount	2
KPI 2		Justifiable Complaints	Any justifiable complaint from H&M stores or H&M management	Work, Process, Attitude, Safety complains send through : - email to supplier, the H&M area team or any other H&M team member - call to the supplier directly	2
KPI 3		Regular / preventives Services	Work is done properly as per Maintenance Walkthrough / Cleaning Checklist standards	Work carried out as agreed and below our compliance levels (communicated upon start of the work) Work visual inspection by H&M store/area/region is validated	4
KPI 4		Corrective / Additional Services	Work confirmed in writing by signed Purchase Order with agreed price & completion date and documented through formal email Work done as per H&M standards	By the agreed delivery date the invoice matches the purchase order details The invoice and quotation matches with the fixed prices agreed upon the contract The work done matches with the scope of work agreed upon the contract Work visual inspection by	4

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				H&M store/area/region is validated	
KPI 5		Monthly Maintenance reports and follow up actions	Standards as detailed in the Maintenance RFP / Cleaning RFP and Contract criteria	Maintenance Walkthrough / Cleaning Checklist are done as per schedule Data from maintenance from Maintenance Walkthrough / Cleaning Checklist is analyzed and Report are done and sent on time to H&M monthly / quarterly and yearly	2
KPI 6		Management and Supervision Levels	Available 80% on site	Time & attendance, visual and Visitors book/Monthly Report submitted Training logbook is available on demand	2
KPI 7	(ii) Human Resources	Accidents and Incidents	All incidents reported	Monthly report of all accidents/incidents submitted Safety is respected on site and no unsafe behavior are witnessed and reported by H&M people Training are regularly made and available on-demand	2

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KPI 8		Staff Training, Identification and uniform	Employee uniform, training and ID complies with Contract	Visual inspection and store report if bad behavior are witnessed No unlicensed or under-licensed supplier staff is witness on site by H&M people or other party Training records are available for all staff and comply with local and national law ; Report submitted on demand	4
Total:					

Appendices 3 [02-333~69%.pdf](#)