

3. THE CURRENT SITUATION AND PROBLEMS OF HUMAN RESOURCE MANAGEMENT IN COMPANY A

3.1 A company profile

Company A is an Internet financial information service platform specialized in automobile industry. At present, the consumer finance through bank channel auto loan business, buyers need to first pay the car sales company or 4 s shop full, after the completion of the purchase behavior will vehicles related certificate mortgaged to the bank again, finally the bank loans to buyers, or buyers through financial channels to borrow money to buy. However buyers often cannot make full to car sales organization, but at this time to have a third party paid money to help him, after being purchased vehicles mortgaged to the bank, and then will return the money to borrowers, the whole process Only need to pay less than factory financial charges for service. Company A is currently working with agricultural bank of China and industrial and commercial bank of China to provide information on the financing needs of mortgage buyers and help them to obtain the cushion. As of December 2017, the company has 56 employees, and the company has set up six departments of human administration, business, risk control, technology, finance and customer service.

The human resource (HR) department has 4 employees, who are responsible for the internal personnel and administrative affairs of the company. Department staff of 21 people, mainly responsible for through the 4 s shops, secondary distributor, auto car trading place for customers to collect loan, such as their car buyers to introduce A company's products to loans, according to field investigation buyers buyers census register seat information, to pass the loan information pictures of buyers to bank in to send. The bank's staff in the bank will initially determine the credit situation of the buyer through the banking system, and the staff of the business department will send the purchase loan demand to the risk control department in a timely manner according to the credit information. The risk control department is responsible for the company's business risk control. Seven technical department, responsible for the company background, APP and other technical work. Financial department 4, responsible for the company's financial work and work with the third platform. (the third-party platform is the platform for the client's capital deposit, which is legal to guarantee the security of customers' funds and avoid the embezzlement of funds by the Internet financial platform.) The customer service department, 15 people, mainly raised funds for the platform project, promoted the product of the platform, provided guarantee for the timely financing of the car buyers, and brought stable short-term benefits to the investors.

3.2 The current situation of human resource management of company A

Under the general manager of A company, subordinate six departments respectively for the labor administration department, sales department, risk control department, technology department, finance department, customer service department six departments, we can see from A company organization structure, organization structure presents the typical characteristics of the Internet age - flat. Since the company was established not long, in addition to the sales department staff responsible for the professional work, other departments work apparent lack of a clear job analysis, for example, pay by the financial department of work currently, labor administration department at the front desk and at the same time as a sales department products collect information upload, etc.

Company business mainly in the 4 s shops and other places of sales and customers in the areas such as the census register seat work, in office rarely, most other employees within the company using the PC to carry out their work. Due to the nature of the business personnel, the company does not require it to sit in class, encourage the salesman to distribute the work time and place, and conduct extensive business. Collect customer loan information and return it to the company when the company has a plenary meeting. Such management is humanized, but it is difficult for managers to master whether the salesman has planned to conduct business promotion in real time, and it is impossible to ensure the full implementation of the company's projects.

The personnel of the service for the company to expand customer base, sometimes need to go out to visit, and customer follow up situation only management when asked to follow up to verbal understanding, customer management at present only in the number of customers has been invested in the platform and on the amount.

Manager will now on Friday for internal training, training content for the general manager to face more Internet financial professional knowledge, business people often can't arrive on time, at the beginning of the volume small, the training model can be a sustained, with the expanding of business, the follow-up to the customer, or with a third party bank docking, etc., will be more or less affect employee to participate in the training time of the meeting.

Company hiring more early release recruitment information through the Internet, such as zhaopin recruiting platform, due to the expansion of our business, temporary hired 12 business personnel and the personnel of the service, after business training and not mount guard after 4 months, stay in the company's only 5 people.

A company's employees age distribution is as follows: 70% of employees is between 20 to 30 years old, 30 to 40 years old (23%), management layer mostly belong to this age,

the company team young characteristics significantly, generally high to the requirement of management of human nature.

A newly formed company human resources management system, mainly by the labor administration department to perform the function of human resource management, labor administration department mainly divided into three parts: the human administration department manager is responsible for managing the senior talent recruitment, performance management of the core team, and remuneration incentive management; The hr specialist is responsible for the recruitment of functional positions, the performance assessment management of functional personnel, and the organization of compensation and welfare management and training activities; The commissioner is responsible for attendance, office administration, and personnel administration (file management, labor contract and personnel transfer, etc.). At present, there is not enough scientific perfection. Some of the management processes have been applied in practice, and some have just begun to be started, and the whole process has not been completed yet.

3.3 Problems in human resource management of company A

The first,not to set up independent of the human resources, lack of system of human resource planning and detailed job analysis, human resource management works carried out confused with administrative work, the human resources work for a small proportion, can not fully play the role of man power resources, sometimes due to the other work of real-time delay the systemic human resources work.

Second,recruitment with blindness, the phenomenon of emergency recruitment, recruitment of recruitment of optional the gender is strong, at the same time the current recruitment process is not standard, recruited employees have a certain gap with the actual job requirements, and employee turnover rate is big.

Third,training can not completely cover all staff, on the one hand, the company did not form a perfect training system, the other surface field staff is in a state of lack of training, staff knowledge and skills does not lift with the improvement of the job requirement. The training content is often decided by the general manager himself, and the training content will not be tested after the training, and the training effect cannot be clearly understood.

Fourth,the method of performance appraisal is single. The only standard for the performance appraisal of company A is the amount and amount of the project obtained by the business department; For the customer service department is the amount of money introduced. Other departments basically have no performance examination content, the assessment is not strong to these departments. Performance evaluation, therefore, cannot

to personnel training, promotion, etc, the only body now pay sales and customer service level, the assessment results and the lack of relationship between talent training and enterprise development.