

**EFFECT OF HUMAN RESOURCE AUDIT ON ROLE BEHAVIOUR
OF PROJECT MANAGERS IN SELECTED REAL
ESTATE COMPANIES IN SHENZHEN, CHINA**

PING WANG

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD
OF THE DEGREE OF MASTER OF SCIENCE(MSC) IN
HUMAN RESOURCE MANAGEMENT, SCHOOL OF
BUSINESS, UNIVERSITY OF NAIROBI**

DECEMBER, 2017

DECLARATION

This research project proposal is my original work and has not been submitted to any other university for examination.

Signature Date.....
Wang Ping
D64/83845/2016

This research project has been submitted with my approval as the University supervisor.

Signature Date.....
Prof. Peter K' Obonyo
Department of business Administration
School of Business
University Supervisor

DEDICATION

This research project is dedicated to my former company and former boss, without whom maybe my research project would only be for master degree. But now, it is not only for degree of master, it is also for solving management problems of project companies which is around our work, it is a valuable research project for me. It is also dedicated to my mother for her encouragement and support; she is a great mother for me, because she always understands and supports me all the time when others' different voices appeared.

ACKNOWLEDGEMENT

I would like to extend my sincere appreciation to all who contributed to the success of my research project. My gratitude goes to University of Nairobi for giving me a chance to accomplish the human resource management course. So much gratitude goes to my supervisor Prof. K'Obonyo, who enabled me to understand the essence of research methodology and how to apply it in real research scenario.

My heartfelt appreciation goes to all lectures (Muindi, Margarate, Medina, K'Obonyo, Munjuri) who guided me from a layman to professional one. Based on the newly acquired knowledge of human resource management, I will continue to learn more and devote myself to push human resource audit to be applied in management of companies in China as financial audit in next ten years. Finally, thanks to all who support my life and learning during the master period.

TABLE OF CONTENTS

DECLARATION	i
DEDICATION.....	ii
ACKNOWLEDGEMENT	iii
LIST OF TABLE.....	vii
LIST OF FIGURES.....	viii
ABSTRACT	ix
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the study	1
1.1.1 Human Resource audit.....	2
1.1.2 Role Behaviour.....	3
1.1.3 Real Estate industry in China	4
1.2 Research problem	6
1.3 Research objective	7
1.4 Value of the study	8
CHAPTER TWO: LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Theoretical foundation	10
2.2.1 Two Factor Theory	10
2.2.2 Equity Theory.....	11
2.3 Human Resource Audit	12
2.4 Role Behaviour	14
2.5 Human Resource Audit and Role Behaviour	15

CHAPTER THREE: REAEARCH METHODOLOGY.....18

3.1 Introduction18

3.2 Research design18

3.3 Population18

3.4 Sample design19

3.5 Data collection19

3.6 Data Analysis20

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION..21

4.1 Introduction21

4.2 Background information22

4.3 Extent of application of human resource audit26

4.4 Audit of human resource function.....28

4.5 Audit of managerial compliance.....30

4.6 Audit of Human Resource Climate.....30

4.7 Audit of Corporate Strategy.....30

4.8 Role behaviour of project managers.....31

4.9 In-Role Behaviour.....32

4.10 Extra-Role Behaviour.....32

4.11 The effect of human resource audit on project manager’s role behaviour.....33

4.12 Research Findings and Discussion.....33

CHAPTER FIVE: SUMMARY, CONCLUSION AND

RECOMMENDATIONS	38
5.1 Introduction	38
5.2 Summary	38
5.3 Conclusion and Recommendations.....	39
5.4 Limitation of the study	40
5.5 Suggestions for further research.....	40
REFERENCE.....	42
APPENDICES	
Appendix I: Introduction Letter.....	44
Appendix II: Questionnaire	46
Company List	51

LIST OF TABLES

Table 3.1: Sampling Design.....	19
Table 4.1: Response Rate	20
Table 4.2: Respondents' rating of extent of each attribute of Human Resource audit.	25
Table 4.3: Respondents' rating of extent of each attribute of Role Behaviour.....	30
Table 4.4: Regression Analysis: Model Summary.....	33
Table 4.5: Results of Anova Test	34
Table 4.6: Beta Coefficients	35

LIST OF FIGURES

Figure4.1 Positions held by the respondents in their firms.....21

Figure 4.2 Distribution of the respondents by gender.....21

Figure 4.3 Analysis of work experience.....22

Figure 4.4 Distribution of the respondents by level of qualification.....23

Figure 4.5 Ages composition of the respondents.....23

Figure 4.6 Level of implementation of human resource audit by real estate companies
.....24

ABSTRACT

The purpose of the study is to establish effect of human resource audit on role behaviour of project managers in selected real estate companies in Shenzhen, China. This study adapted descriptive research design. The data was collected from Shenzhen real estate association at one point in time. The study targeted 100 real estate companies and used both structured and semi-structured questionnaire to collect primary data. Descriptive statistics such as mean scores, standard deviation, frequency and percentages was used to analyze the data. The results were presented in tables and charts. Relationship between human resource and role behaviour were established using a simple linear regression analysis. From the analysis result, the established model for the study was $Y = -4.054 + 0.771 X_1 + 0.447 X_2 + 0.306 X_3 + 2.222 X_4$. Where: Y= Role behaviour of project managers, B_0 =constant, X_1 = Human resource function, X_2 = Managerial compliance, X_3 = Human resource climate, X_4 = Corporate strategy. All the variables were thus significant with their p- values less than 0.05. Overall, human resource audit dimension, that is corporate strategy had the greatest effect on role behaviour of project managers in selected real estate companies in Shenzhen, China followed by audit of human resource function then audit of managerial compliance while audit of human resource climate had the least effect on role behaviour of project managers in selected real estate companies in Shenzhen, China. This result indicates that when human resource audit is stronger, the role behaviour of executives is equally stronger. Conversely, when human resource audit is weaker, the role behaviour of executives is also weaker.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

As an organization continue to grow up, size of it come bigger step by step and it face mounting competitive pressures, the organization seeks to split multiple businesses to sectors and then independent accounting. As goals for do more with less costs and do it with better profits. According to the International Organization of Supreme Audit Institutions (INTOSAI), human resource audit is not about “one event or circumstance, but a series of actions that permeate an entity’s activities. These actions occur throughout an entity’s operations on an ongoing basis”. If an organization is lack of policies, procedures to internal controls, it must come out such problems as unethical, weak accountability links; ineffective operations; fraud, errors; mismanagement and waste, abuse. Internal controls are the systems which ensure sound financial management and service delivery, whereas the check of those systems is by internal audit. Internal audit includes compliance audit, financial audit and performance audit, adding value and improvement of an organization’s operations and control structure as the goal for it to pursue. Above statements, internal audit focus on organizational profits, it ignores role behaviours of executives on impact of employee profits. Therefore, there is a gap that the effect of role behaviours of executives needs to be audited.

1.1.1 Human resource audit

According to George (1994), from the effect of human resources, human resources audit is same with financial audit, to audit the enterprise human resources policies and regulations, its purpose is to examine whether these eventually can be effectively implemented, whether the enterprise's overall planning and design is completed in time and what kind of effect as the implementation of these policies to the enterprise's overall strategic goals. According to Professor Gary Dessler (2014), embarks from the human resources audit standards, points out in its "human resource management", any enterprise must take the human resources audit as the foundational work, including the standard is particularly important, this is the important basis of the enterprise implements human resource audit and is the basis for the enterprise to strengthen human resources management audit.

The human resource audit is a systematic assessment of the organization's human resource policies and practices (Spognardi, 1997) . Human resource audit plays such a key role in supervision of role behaviours of executives in branches unit or project departments for their headquarters except internal audit. It crosses from police, performance evaluation, motivation, training, to compensation, benefit, career development and so on. Statements above indicated the human resource audit will impact employee attitudes and role behaviours of employees in organization.

The human resources audit is to assess current human resources policies, procedures,

documentation and systems with a comprehensive method, then distinguish demands to improve and enhance of the human resource function, as same time it guarantees compliance with ever-changing rules and regulations. According to Aswathappa (2007), a human resource audit is not only in charge of the activities of itself department and but also other departments, because problems of the people are not limited in any one department. The audit of human resource should be expanded its scope. It must assess the personnel function, its procedures of implementation by the managers and these activities impact on the employees.

1.1.2 Role Behaviour

Behaviour, as a variable, has caused widespread concerns in various disciplines. Based on different perspectives, different disciplines define it differently. The physiology defines the behaviour as a response of human organs to external stimulates. The science of law defines the behavior as a kind of legal fact and an activity, which is subjective to the wills of subjects and can cause legal consequences. The behavioral psychology defines the behavior as the all responses of man and animals to any stimulates, including the explicit behavior and the implicit behavior. The Gestalt psychology argues that the human behavior is determined by the mutual relationship between human being and the environment. The behavior refers to the external activities that are under the domination of psychology. For the employee, as a member of the organization, the analysis and the interpretation to his or her behavior has become the hot topic of the organizational behavior, the management science, and other related fields.

According to Katz and Kahn, they published one well-known system theoretical approach. In their 'Social Psychology of the Organization', a detailed description of the application of open system theory to social organizations and also is provided depend on the role behaviours of their members, the norms which prescribe these behaviours and the values underlying these norms (Katz & Khan 1978). Thus, the role behaviour is influenced by the norms which prescribe behaviours and the values underlying these norms in organization. For example, managers make decision under policies of the organization.

1.1.3 Real Estate industry in China

More and more Chinese companies go overseas development under 'One belt and one road' strategy which has been implemented by China, special South East, Middle East and Africa. Many state-own and private companies established their branch units or project departments in these countries, because far away from China, headquarters is difficult to supervise role behaviour of project managers and units directors effectively. They need a tool help them inspect role behaviour of their branch's directors or project departments' managers to achieve their organizational goals. The human recourse audit as a practical tool can assist headquarters to check effect of role behaviour of project department's manager or branch unit's director.

According National Bureau of Statistic of China, there has RMB 53685.375billion (USD8,272.5245 billion) was invested in real estate in 2015, and about 2.738 million

people work in this industry. The real estate industry is an important backbone of Chinese's economic. There are tens thousands of real estate companies in China, such as Vanke, China Evergrande, Country oversea property, Greenland, Baoli , Huaxia, Sunac China, CR Land, Wanda Group e.g. are top 50 brand real estate companies in China. How these of real estate companies manage their project departments or branch units, are all of them perfect in management? Of cause, it does not.

For example, Avic-Inte Kenya Real Estate limited is a project department of a state-owned company in China, which I have observed was about two and half years. As a result, financial audit passed every year, it is growing, and has got many good reputations from external and headquarters, not display any problems in financial audit, but the internal turnover of this company arrived 31.6% on May 2017. Furthermore, some employees are hired without employee contracts. This company was founded in2013, and has 38 staffs at the top peak 2016, the staff number sharp decreased to 26 on May 2017. All the data and process of financial audit is passed reasonably. What happen in this company? This leads out the research problem, how human resource audit effects on role behaviours of project managers or branch units' directors in selected real estate companies in China?

1.2 Research Problem

Human resource audit is used to evaluate the policies, procedures and practices of an

organization to determine the effectiveness of human resource management. According to Katz and Kahn (1978), the role behaviour of members in an organization is restrained under the norms and values of the organization. Human resource audit is a primary norm in an organization. How role behaviours of executives' impact on the employees in an organization can be assessed by audit of corporate strategy, human resource climate, managerial compliance and human resource function. The human resource audit will strengthen the effectiveness of role behaviours of executives.

In China, some experts and scholars believe that human resource audit is to a comprehensive audit process in policies, procedures of execution, management level of human resource, these ensure the effective operation of human resource management, eventually it can achieve the strategies of companies. Although human resource audit of human resource management in areas such as strategic planning, job analysis, compensation management, performance appraisal, training and development, have been benefit of its audit, it is beginning in China, and there are still a lot of deep-seated problems which restrict the development of the companies during the implementation.

People Matters Human Resource Audit Study (2016) asked companies about human resource auditing processes in India. They found that human resource audit is a process that is routinely undertaken in 8 out of 10 companies, and as many as 96 percent of organizations do not have dedicated human resource resources for audits.

Liyin (2009) studied one real estate company in China in 2008, according to needs of company development, the human resources department within the company gradually introduced a comprehensive performance management. But she found that over the years, the company mainly focused on project operation and ignored project management, the boss gave priority, at the end of each year, performance bonuses based on the boss's judgment. This company does not have human resource audit. As a result, there was unethical, not equity in bonuses, mismanagement and ineffective operations. Evidences of these studies state that human resource audit did not implement in real estate companies thus creating a contextual gap in knowledge. Therefore the research question of this study is what are major factors contributing to effect of human resource audit on the role behaviour of project managers or branch units' directors in selected companies in Shenzhen, China?

1.3 Research Objective

The research objective is to determine effect of human resource audit on role behaviour of project managers in selected real estate companies in Shenzhen, China.

1.4 Value of the study

The human resource audit is a valuable supplement of internal control in company governance. Internal control tends to prevent profits of organization, share holders and social, while the human resource audit is effect on the role behaviour of executives, it

not only can prevent profits of employees but also standard the role behaviour of executives under the norm and value system of organization. If human resource audit's implementation is same at finance audit, the internal control will be more complete and more effective.

Human resource audit assists headquarters to supervise their project managers and branch unit's directors effectively, at the same time, it assists companies to maintain their talent staff and get more opportunities to sustainable development. For examples, as role behaviour of the project managers is reasonable in motivation by performance evaluation, the company's morale will be higher, thus their talent staff will grow up with company, the company will get more probability to development. Another example, as headquarters implements the human resource audit in project companies, all of project managers will be more careful to deal with all works under the police and objective of headquarters, and they will keep all of case records for headquarters to inspect. Those processes will bring out more effect on role behaviour of project managers to achieve the goal of company.

Finally, human resource audit creates a transparent and equitable work environment for company's employees, help them get equitable treatments, protect their rights and interests. For samples, as human resource audit is implemented in the company, employees avoid to work without employee contracts, project managers perfect their

employee contract work before audit coming or in compliance. Employee compensation will be paid same at grade, if different payments happen at same grade, employees' grievance will be handled with carefully by executives, because the case records maybe audited by human resource auditors. Including the promotion, if human resource auditors check the promotion records and performance evaluation, it will cut down executives promote someone who is close to him, thus the promotion is more depended on capabilities and performance and employees have more equitable opportunities for their promotion.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The researcher reviews the study on human resource audit and role behaviour in this chapter. The issue in the objective is reviewed and discussed. The section focus on the human resource audit, role behaviour and how the human resource audit affect the role behaviour of members. It examines empirical reviews of the human resource audit and the role behaviour of members in real estate industry. Moreover, the chapter analyzes the relationship between the human resource audit and the role behaviour of members.

2.2 Theoretical Foundation

Human resource must be evaluated by audit in order to provide management effectively. Special Herzberg's two factor theory and Adam's equity theory, both of them gave the guideline in human resource audit practice.

2.2.1 Two Factor Theory

Herzberg's influential need theory of the 1960's, the Two-Factor Theory, suggests that humans have two different sets of needs and that different elements of the work situation satisfies or dissatisfies these needs (1989). The basic survival needs of a person are the first set concerns – the hygiene factors (Herzberg, 1971; Herzberg, Mausner, & Bloch Snyderman, 2005). These factors are not directly related to the job itself, but concern the conditions such as company policy (Herzberg, 1971; Herzberg, Mausner, & Bloch Snyderman, 2005; Tietjen& Myers, 1998). These factors can cause

dissatisfaction when not satisfied. However, when satisfied these factors do not motivate or cause satisfaction, they only prevent dissatisfaction (Herzberg, 1971; Herzberg, Mausner, & Bloch Snyderman, 2005). In China, many companies pursue their profits, ignored needs of human resource in their long-term development. If one company uses above theory to conduct their human resource management, it will prevent more dissatisfaction.

2.2.2 Equity Theory

Adams' equity theory is a fair balance to leverage between input of an employee (skill level, acceptance, hard work, enthusiasm) and output of an employee (compensation, benefits, intangibles such as recognition). In consideration of the balance or imbalance that currently exists between inputs and outputs of employees. Equity theory apply to a compensation system: equity is achieved when people are rewarded appropriately in relation to others within the organization. Equitable reward process insures that relativities between jobs are measured as objectively as possible and then equal pay is provided for work of equal value.

According to Adams's (1963,1965) equity theory, workers perceive their work-related participation in an organization as an exchange process where they provide inputs to the organization (experience, effort, education) in return for valued outcomes (pay, promotions, recognition). Human resource audit as a primary tool can help organization assess their role behaviours of executives and employees, and reduce dissatisfaction.

For example, in the AVIC case, there is not human resource audit, so policies and procedures of Project Company do not be established, thus equity principle is difficult to be carried out, all things most depend on project manager himself to make decision. There is inequitable compensation system and so on.

2.3 Scope of Human Resource Audit

The human resource audit is a comprehensive means to assess all activities of human resource in a branch unit or enterprise and an assessment of how those activities assist an organization's strategies to achieve. A human resource audit includes four scope, there are audit of corporate strategy, audit of managerial compliance, audit of human resource climate and audit of human resource function. All of them support headquarters to evaluate the effect of role behaviour of project managers. These four areas are reviewed below.

In audit of human resource function, the objective of each activity must be determined, who takes charge of its performance is identified, the performance assessment is reviewed, and an action plan to correct deviations is developed by the auditors in every one audit of all human resource activities. Whether the practical procedures are the sufficient ones and whether they function are reasonable will be observed by the function audit centers. Generally, whether the relationship between objectives and procedures is a qualified one and whether this has been implemented in the most cost effective manner are reviewed. In the function, such as the human resource department

links performance evaluation to organizational goals, it is responsibility for employee benefits, canteens, or compensation system; it has professional knowledge of behaviours sciences and industrial psychology; it surveys and gives the feedback of employees' performance. All of these would assist organization to evaluate effectiveness of its human resource function.

Legal provisions and personnel policies, procedures are composed of the audit of managerial compliance. The audit should uncover the result of these complied with so that corrective behaviour can be motivated. When any irregularity makes the management guilty of an offence, compliance with legal provisions is great importance. For example, by audit of managerial compliance, it can preserve organization to hire employee without contract.

Job satisfaction and employee motivation, morale are influence by the human resource climate. Checking safety records, attitude surveys, employee turnover and absenteeism can measure the quality of the climate. Employee turnover is the process of employees leaving an organization and requiring to be replaced. Certain percentage of employee turnover is inescapable. But selection, training and costs on recruitment will be increased under the high turnover. Furthermore, high turnover may bring out suspending of production, quality control problems, and being hard to teambuilding and morale. A better measurement of the human resource climate is by avoidable turnover as it can predict directly to that part of the turnover which can be reduced.

Human resource professionals do not set corporate strategy, but they strongly determine its success. Human resource planning, remuneration, staffing, industrial relations, and other human resource activities are tied up with the corporate strategy. Nevado (1998) considers that the audit should also analyze if the personnel policies are in alignment with the general objectives and the global strategy of the company. It must also translate the human resource strategy into plans and programs. Therefore a new element of the audit of human resource is appeared, the strategic audit. According to Dolan, Schuler, and Valle (1999), they define “it as the evaluation of the adaptation of the HR policies and practices in their support of the company’s general strategy.”

2.4 Type of Role Behaviour

Organization comprises individuals, whose behaviors differ according to specific positions they hold. Role behaviour of project managers is influenced by both of in-role and extra-role behavior. According to Katz and Kahn (1978), they officially proposed the concept first, the in-role behaviour defined as the core-task behaviour. Katz said that the in-role behavior was described as a part of employee’s work and was reflected in the official salary system in the organization. According to Williams and Anderson (1991), they give a definition that the in-role behavior as all the behaviors that were necessary for the completion of one’s work. The standards used to evaluate the employee’s in-role behaviors are usually divided into four areas, the rating, the quality evaluation, the quantity standard and the document data record, such as the record on

the work safety, the record of absence.

The Extra-role Behavior is the practical significance of the organizational citizenship behaviour. It can enhance the effectiveness and the operation efficiency of the organization by transforming organizational resources, the form of resources, and the adaptability. Organizational citizenship behavior can be divided into two categories. The first category is the organization-oriented citizenship behavior. For this category, the focus is on the organization. For example, “adhere to the informal rules that aim at maintaining the work orders”. The second category is the individual-oriented organizational citizenship behavior. For this category, the direct purpose of the subjective behavior is to benefit the individual, but it indirectly contributes to the organization in this. For example, others help absent colleagues complete their work. The organization- oriented citizenship behavior is labeled common obedience or compliance. The individual-oriented organizational citizenship behavior is labeled altruism.

2.5 Human Resource Audit and Role Behaviour

According Katz and Khan (1978), social systems depend on the role behaviour, the norms and the values. These three components differ in their degree of abstractness as well as in their justification to sanction behaviour. Roles can be described as specific forms of standardized or institutionalized behaviours that are associated with a certain position (Katz &Kahn 1978). The person playing a specific role in a social system is

under demands to act in particular ways. Norms are general expectations of all roles that incumbents encounter. There is agreement among the members of the system that these expectations reflect relevant and appropriate behavioural requirements (Katz & Kahn 1978).

Values are integrated by the most basic elements of system and it is the most abstract. They represent generalized ideological justifications from which roles and norms are derived (Katz & Kahn 1978). Social systems are deeply involved in the all three mechanisms. Smaller organizations may be based to a greater extent on a universal value system; larger organizations rather depend on normative practices and determined role interdependence. Thus, in smaller organizations, role behaviour of project managers may be based on a universal value system whereas in larger organizations, role behaviour of project managers depends on normative practices and determined role interdependence. In short, project managers' role behaviour is influenced by norms and value of organization.

Therefore, the role behaviour of executive in organization is restrained by the norms and the values of the organization. When human resource audit is the norms of organization, the role behaviour of executive is more effective. On the contrary, when human resource audit is missing or insignificant, the role behaviour of executive is not effectively restrained. This may bring about the unethical, unlawful actions, abuse, mismanagement, fraud, and irregularities. In brief, if human resource audit is stronger,

the role behaviour of executives will equally be stronger, conversely, when human resource audit is weaker, the role behaviour of executives will be weaker.

CHAPTER THREE: REAEARCH METHODOLOGY

3.1 Introduction

The methodology of the study is described in this chapter and it is composed of the research design, population, data collection and data analysis. During the research process, the survey use actual methodologies. The human resource audit and the role behaviour of both parts data survey the various research questions in the process and the manner of data collection and data analysis to hit a reliable objective is showed in below.

3.2 Research design

The study used descriptive research design. Shenzhen city of the survey is an economic developed city, with Beijing, Shanghai, Guangzhou city are composed the first-tire cities in China and it is one representative of Chinese. Data of this design was collected from the human resource departments of superior companies in real estate industry in Shenzhen, China at one point in time.

3.3 Target Population

Population refers to all companies with project departments and branch units in real estate industry in Shenzhen, China. Total real estate companies' amount is 816 in Shenzhen.

3.4 Sample design

The sample size was about 100 companies. This was about 11% of the population. This

is consistent with the recommendation of scholars. A simple random sampling method was used to select the sample. This method ensures that each member has the same probability of being as shown below:

Table 3.1: Sampling Design

Tape of Companies in Real Estate development industry in Shenzhen City	Number to be tested
Comprehensive strength companies	40
Integrity (High quality) companies	20
Benchmarking companies of social responsibility	20
Potential companies	10
Brand value of companies	10
Total	100

3.5 Data collection

The study used primary data which was collected using a structured questionnaire. The questionnaire had three parts. Part I sought general information on the respondents; Part II collected data on human resource audit while part III targeted project manager's role behaviour. The questionnaire was based on linker 5 point scale format, and the questionnaires were administered by managers, supervisor or specialist of human resource departments in superior companies or headquarters which are selected real estate companies in Shenzhen, China. The responses are on a scale ranging from not importance, least importance, moderately importance, importance and very importance.

3.6 Data Analysis

The primary data was examined and checked for completeness and comprehensibility. Descriptive statistics such as mean scores, standard deviation, frequency distribution

and percentages were used to analyze the data. The results are presented in tables and charts. Relationship between human resource audit and role behaviour was established using a simple linear regression analysis.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis and interpretation findings. The chapter presents

the results of the data analysis; the data from the completed questionnaires were analysed, summarized and tabulated in the form of percentages and frequencies. Out of 100 targeted respondents, only 80 responded which constituted 80% sample. The response rate of 80% is considered sufficient for meaningfully statistical analysis. The respondents who did not participate gave various reasons, including sensitivity of information requested, others feared misuse of the information requested. Overall, the results were presented using tables, bar graphs and pie charts as explained below.

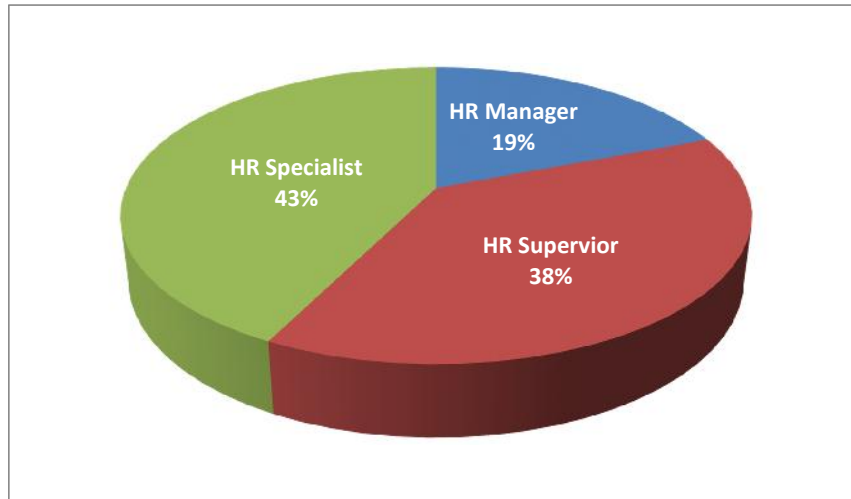
Table 4.1: Response Rate

Population	Sample Size	Returned questionnaires	No Returned questionnaire	Percentage of Returned questionnaire
Real estate companies in Shenzhen, China	100	80	20	80%

Source: (Author, 2017)

4.2 Background information

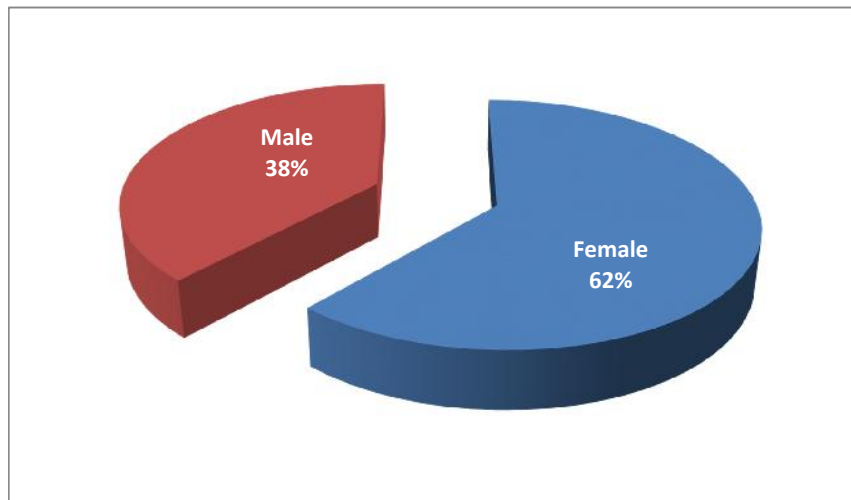
Figure4.2.1 Positions held by the respondents in their firms



Source (Author, 2017)

As shown in figure 4.1, most (43%) of the respondents are human resource specialists, 38% are human resource supervisors while 19% of total respondents are human resource managers. It can be concluded that most respondents are human resource specialists.

Figure 4.2.2 Distribution of the respondents by gender

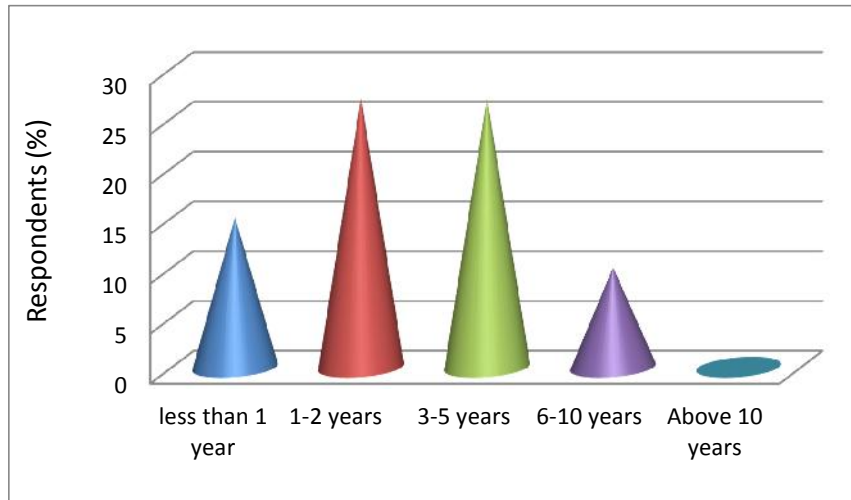


Source (Author, 2017)

As shown in Figure 4.2, most (62%) of the respondents are female while 38% of the respondents are male. Further, it is observed that female managers are more than their

male counterpart in human resource departments in Shenzhen real estate companies.

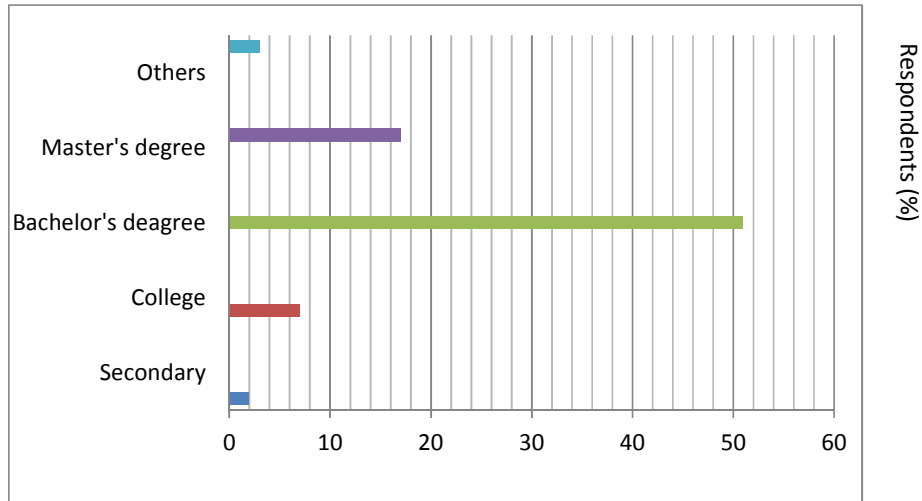
Figure 4.2.3 Analysis of work experience



Source (Author, 2017)

The presentation shown on Figure 4.3 was based on the need to establish the work experience of the respondents. As shown in the table above, 19% of the respondents has work experience of below 1 year, 34% has work experience of between 1-2 years, 34% has worked for 3-5 years, 13% has work experience ranging from 6 to 10 years, it can be established that majority of the respondents have worked for their companies ranging from 1-5 years.

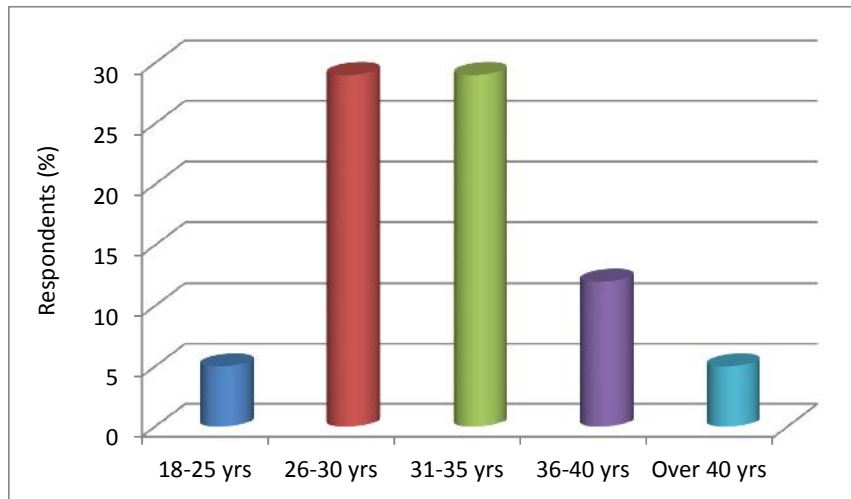
Figure 4.2.4: Distribution of the respondents by level of qualification



Source (Author, 2017)

Figure 4.4 above shows how respondents rated their level of education. The study findings indicated that 2% of the respondents were secondary school graduates, 9% were college graduates, 51% had bachelor's degree while 17% of respondents had master's degree and 3% of the respondents had other qualifications. Therefore most of the respondents have good education and thus they can perform well in their jobs.

Figure 4.3.5 Ages composition of the respondents



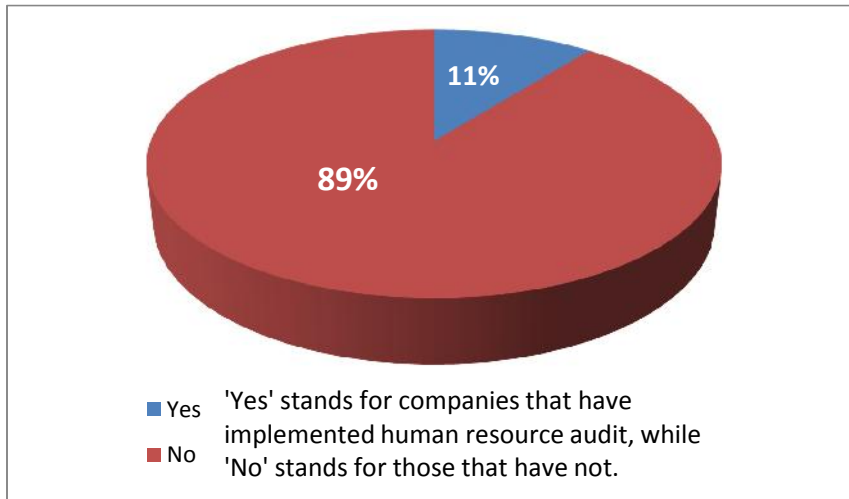
Source (Author, 2017)

The findings revealed that, 6% of the respondents have ages between 18-25 years, 36%

have ages between 26-30 years, 36% have ages of between 31-35 years, 15% have ages of between 36-40 years, 6% of respondents over 40 years, it can be determined that majority of the respondents ages are between 26-35 years. This implies that most employees in real estate companies are still young.

Figure 4.2.6

Level of implementation of human resource audit by real estate companies



Source (Author, 2017)

This figure presents 11% of respondents replied human resource audit implemented while most 89% replied that they did not implement it, it reveals most real estate companies did not conduct human resource audit.

4.3 Extent of application of human resource audit

The study aimed at establishing the extent to which variety of human resources audit requirements were exhibited by respective companies. The findings are shown in table 4.2. From the table it is evident.

Table 4.2: Respondents’ rating of extent of each attribute of Human Resource

Audit

Audit of Human Resource Function	N	Mean	Std. Deviation
The project company has a complete human resource policies	80	3.29	1.021
The project company has human resource department	80	3.49	.914
The project company has a human resource specialist	80	3.55	.884
The project company has human resource plan for project staff	80	3.40	1.154
The project company has policies for hiring project employees	80	3.58	1.003
The project company has a well defined policy of recruitment and personnel selection for project staff	80	3.37	.786
Every project staff has job description	80	3.50	1.312
The project company has procedure of performance evaluation and feedback	80	3.53	1.113
The project company has a clear motivation procedure	80	3.41	1.166
The project company ensure a good compensation and benefits plan for employees	80	3.34	1.090
The project company has polices against discrimination and harassment	80	3.41	1.002
The project company follows the equity principle in dealing with employees	80	3.19	1.020
The project company follows the transparency principle in dealing with employees	80	3.66	1.030

The project company announces all human resource policies and procedures to everyone	80	3.24	1.172
Grand Means		3.42	
Audit of Managerial Compliance			
Checking recruitment process and records whether they are aligned to company's policy and procedure	80	3.26	1.028
Checking employee contract records to establish whether they are aligned to company's hiring policies and local country's law	80	3.37	1.036
Assessing the performance evaluation records to determine whether they are aligned with company's policy and procedure	80	3.36	1.161
Checking the motivation policy and bonus implementation records and assessing whether they are aligned to performance evaluation results	80	3.56	.992
Assessing promotion process and records whether align to company's police and procedure	80	3.31	1.026
Checking compensation payment records to find out whether they are aligned with company's policy and procedure	80	3.45	1.090
Assessing termination procedure and records of employees to ascertain whether they are aligned to company's policy and procedure	80	3.51	.968
Grand Means		3.41	
Audit of Human Resource Climate			
The project company has a record of employees' turnover	80	3.44	.884
The project company has a record of employees' absenteeism	80	3.21	1.015

The project company has a record of employees' accidents	80	3.22	.954
The project company has a employee grievances procedure	80	3.15	1.080
The project company conducts at least two tests on surveys of morale of employees every year	80	3.00	1.201
The project company has polices against discrimination and harassment	80	3.06	1.162
Grand Means		3.18	
Audit of Corporate Strategy			
Human resource policies and procedures are linked to corporate strategy	80	3.29	1.081
Grand Means		3.29	

4.4 Audit of human resource function

As shown in table 4.2 above, the highest mean score of 3.66 and a standard deviation of 1.03 implied that the company followed the transparency principle in dealing with employees. They further agreed that the company has policies for hiring project employees with the mean score of 3.58 and 1.003 for standard deviation. It was also found that the project company has a human resource specialist with the mean score of 3.55 and 0.884 for standard deviation. They reported that the project company has procedures of performance evaluation and feedback with the mean score of 3.53 and 1.113 for standard deviation. They agreed that the project company has every project staff's job description with the mean score of 3.5 and 1.312 for standard deviation. It

was found that the project company has the human resource department with the mean score of 3.49 and 0.914 for standard deviation. Majority indicated that the project company has a clear motivation procedure with the mean score of 3.41 and 1.166 for standard deviation. The respondents reported that the project company has a good compensation and benefits plan for employees with the mean score of 3.41 and 1.090 for standard deviation. They agreed that the project company has human resource plan for project staff with the mean score of 3.40 and 1.154 for standard deviation. They agreed that the project company has a well defined policy of recruitment and personnel selection for project staff with the mean scores of 3.37 and 0.786 for standard deviation. Majority indicated that the project company has a complete human resource policy with the mean score of 3.29 and 1.021 for standard deviation. They suggested that the project company has a complete human resource policy, the mean score of 3.29 and 1.021 for standard deviation. They agreed that the project company has publicized all human resource policies and procedures to everyone with the mean score of 3.24 and 1.172 for standard deviation. They agreed that the project company has following the equity principle in dealing with employees with the mean score of 3.19 and 1.020 for standard deviation. The average mean score for audit of human resource function was 3.42 which were above the midpoint of 2.50. These results indicated all eighty companies complied with the attributes of human resource audit.

4.5 Audit of managerial compliance

The respondents were asked to rate the extent to which their company complied with statements describing some attributes of implementation of a human resource audit system. The results are presented in table 4.2. As shown in the table, the companies complied with varying degrees varying from mean score of 3.56 to 3.26. The overall mean for managerial compliance was 3.41, which was above the midpoint of 2.50. There results implied that all eighty companies complied with the attributes of human resource audit.

4.6 Audit of Human Resource Climate

The respondents were asked to rate the extent to which their company complied with statements describing some attributes of implementation of a human resource audit system. The results are presented in table 4.2. As shown in the table, the companies complied with varying degrees varying from mean score of 3.44 to 3.0. The grand mean for human resource climate was 3.18, which was above the midpoint of 2.50. There results implied that all eighty companies complied with the attributes of human resource audit.

4.7 Audit of Corporate Strategy

As shown in table 4.2, the respondents agreed that human resource policies and procedures are linked to corporate strategy with a mean score of 3.29 which was above the midpoint 2.50. There results implied that all eighty companies complied with the

attributes of human resource audit.

4.8 Role behaviour of project managers

Table 4.3: Respondents' rating of extent of each attribute of Role Behaviour

In-Role Behaviour	N	Mean	Std. Deviation
Setting up project department	80	3.37	1.060
Responsibilities for managing work during entire production/operation	80	3.22	1.125
Implementing the headquarters' quality policy and quality objectives	80	3.44	.953
Establishing project planning and project quality goal	80	3.36	.984
Ensuring achievement of quality objectives	80	3.53	1.113
Responsibility for organizing all kinds of resources to complete the project construction	80	3.41	.990
Controlling the construction quality, construction progress and safety	80	3.34	1.102
Ensuring internal control	80	3.31	1.154
Decision making	80	3.36	1.034
Conducting the performance evaluation of project staff	80	3.07	1.261
Ensuring compliance with superior company culture	80	3.59	1.229
Ensuring achievement of organization's objectives	80	3.52	1.043
Grand Means		3.36	
Extra-Role Behaviour			
Coordinating the project process	80	3.34	.993
Arbitrating in cases of dispute	80	3.31	1.298
Implementing reward and punishment system	80	3.01	1.119

Making a good example to staff	80	3.21	1.260
Distributing work fairly	80	3.29	1.081
Grand Means		3.23	

4.9 In-Role Behaviour

The respondents were asked to rate the extent to which their companies' project managers complied with statements describing some attributes of implementation of role behaviour. The results are presented in table 4.3. As shown in the table, the project managers complied with varying degrees varying from mean score of 3.59 to 3.07. The overall mean for in-role behaviour was 3.36, which was above the midpoint of 2.50. There results implied that all eighty companies' project managers complied with the attributes of role behaviour.

4.10 Extra-Role Behaviour

The respondents were asked to rate the extent to which their companies' project managers complied with statements describing some attributes of implementation of role behaviour. The results are presented in table 4.3. As shown in the table, the project managers complied with varying degrees varying from mean score of 3.34 to 3.01. The grand mean for extra-role behaviour was 3.23, which was above the midpoint of 2.50. There results implied that all eighty companies' project managers complied with the attributes of role behaviour.

4.11 Effect of human resource audit on project manager's role behaviour

The following hypothesis was formulated from the above statement;

H₁: Project managers' role behaviour is affected by human resource audit. This hypothesis was tested using simple linear regression model comprising audit of human resource function (**X**₁), audit of managerial compliance (**X**₂), audit of human resource climate (**X**₃) and corporate strategy (**X**₄) as independent variable and project manager's role behaviour as dependent variable. The model was specified as follows where $Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 +$

where **Y** is role behaviour, **B**₀ is constant, **X**₁ is audit of human resource function, **B**₁ is the coefficient of audit of human resource function, **X**₂ is audit of managerial compliance, **B**₂ is the coefficient of audit of managerial compliance, **X**₃ is the audit of human resource climate, **B**₃ is the coefficient of audit of human resource climate, **X**₄ is audit of corporate strategy, **B**₄ is the coefficient of audit of corporate strategy and ϵ is the error term.

4.12 Research Findings and Discussion

The study further sought to determine the effect of human resource audit on role behaviour of project managers. A simple linear regression analysis was used to test the relationship between the variables. The findings are presented in table 4.4, 4.5 and 4.6.

Table 4.4: Regression Analysis: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.997	.995	.994	1.37588

a. Predictor: (Constant) Audit of Human resource function, Managerial compliance, Human resource climate, Corporate strategy

The results are presented in table 4.4. As shown in the table, relationship among the variables is strong (**R=0.997**). Furthermore, the coefficient of determination is equally strong (**R²= 0.995**). F-ratio is significant (**F=3422.897, p<0.05**). These results imply that **99.5%** of variation in role behaviour is due to the predictor variables (audit of human resource function, audit of managerial compliance, audit of human resource climate, audit of corporate strategy).

Also, the significant F-ratio and R² suggests that the regression model attained a statistical goodness of fit and thus, use of regression analysis was appropriate. The results also show that beta coefficient for human resource function was significant (**=0.596, t=8.116, p<0.05**). Beta value for human resource function is stronger (**=0.596**) than Beta value for audit of managerial compliance (**=0.174**) and for corporate strategy (**=0.132**) and audit of human resource climate (**=0.102**).

These declining differences suggest that audit of human resource function, managerial compliance, human resource climate and corporate strategy had decreasing effect on role behaviour, suggesting that their importance in employee role behaviour is not the same. Based on the above research findings, the hypothesis that the effect of role

behaviour of project managers is influenced by human resource audit is confirmed.

Table 4.5: Results of Anova Test

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	25918.821	4	6479.705	3422.879	.000 ^b
	Residual	141.979	75	1.893		
	Total	26060.800	79			
<p>a. Dependent Variable : Role Behaviour</p> <p>b. Predictor: (Constant), Audit of Human Resource Function, Managerial Compliance, Human Resource Climate, Corporate Strategy</p>						

The ANOVA tests whether the model is fit for data. From the ANOVA table, the independent variables were statistically significant predicting the dependent variable since adjusted R square was 0.995($P < 0.05$) implying that audit of human resource function, managerial compliance, human resource climate, corporate strategy together explains 99.5% variation in role behaviour of project managers in selected real estate companies in Shenzhen, China.

The probability value of 0.000 indicates that the effect of human resource audit on role behaviour of project managers in selected real estate companies in Shenzhen, China is significant.

Table 4.6: Beta Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	-4.054	.586		-6.918	.000
	HR Function	.771	.095	.596	8.116	.000
	Managerial Compliance	.447	.155	.174	2.889	.005
	HR Climate	.306	.137	.102	2.237	.028
	Corporate Strategy	2.222	.600	.132	3.703	.000
a. Dependent Variable : Role Behaviour b. Predictor: (Constant), Audit of Human Resource Function, Managerial Compliance, Human Resource Climate, Corporate Strategy						

As shown in table 4.6, all the predictor variables (HR Function, managerial compliance, HR climate and corporate strategy) had significant effect on role behaviour of project managers(=**0.771, 0.447, 0.306, 2.222** at **P< 0.05**). These results imply that for every unit change in HR Function, managerial compliance, HR climate and corporate strategy these is a corresponding of 77.1%, 44.7%,30.6%, and 222.2%, respectively, in role behaviour of project managers.

The established model for the study was:

$$Y = -4.054 + 0.771X_1 + 0.447X_2 + 0.306X_3 + 2.222X_4$$

Where:-

Y= Role behaviour of project managers

X_0 =constant

X_1 = Human resource function

X_2 = Managerial compliance

X_3 = Human resource climate

X_4 = Corporate strategy

The regression equation above has established that taking (audit of human resource

function, managerial compliance, human resource climate, corporate strategy), the constant(β_0) of role behaviour of project managers in selected real estate companies in Shenzhen, China will be -4.054. The findings presented also show that taking all other independent variables at zero, a unit increase in human resource audit would lead to a 0.771 increase in the score of role behaviour of project managers in selected real estate companies in Shenzhen, China. This variable was significant since $0.000 < 0.05$.

Further it was found that a unit increase in the scores of managerial compliance would lead to a 0.447 increase in the scores of role behaviour of project managers in selected real estate companies in Shenzhen, China. This variable was significant since $0.005 < 0.05$.

Further, the findings show that a unit increases in human resource climate would lead to a 0.735 increase in the scores of role behaviour of project managers in selected real estate companies in Shenzhen, China. This variable was significant since $0.028 < 0.05$.

The findings also show that a unit increases in the scores of corporate strategy would lead to a 0.306 increase in the scores of role behaviour of project managers in selected real estate companies in Shenzhen, China. This variable was significant since $0.000 < 0.05$.

Overall, human resource audit dimension, that is corporate strategy had the greatest effect on role behaviour of project managers in selected real estate companies in Shenzhen, China followed by audit of human resource function then audit of managerial compliance while audit of human resource climate had the least effect on role behaviour of project managers in selected real estate companies in Shenzhen, China. All the variables were thus significant with their p- values less than 0.05. This indicates that when human resource audit is stronger, the role behaviour of executives is equally stronger. Conversely, when human resource audit is weaker, the role behaviour of executives is also weaker.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings as they relate to the objective of the study. The data presented in this chapter were collected through a questionnaire. The chapter includes suggestions for further research in other areas related to role behaviour and human resource audit. The chapter integrates the various responses given by the respondents as per the statements/questions in the questionnaire. Findings have been summarized alongside the objective of the study, conclusions have been drawn from the findings of the study and the recommendations for action have been given.

5.2 Summary

The study response rate is 80%. The research results show that most respondents are human resource specialists, also it is observed that female managers are more than their male counterpart in human resource department in Shenzhen real estate companies. The research further established that majority of the respondents have worked for their companies from 1 to 5 years; most of the respondents have good education and perform well in their jobs. Also, the research determined that majority of the respondents ranged from 26 to 35 years, implying that the age of the workforce in selected real estate companies in Shenzhen, China is fairly youthful.

The research established that majority (89%) of real estate companies in Shenzhen, China do not have human resource audit function in their companies. The study sought to determine the respondent's rating of importance of each of the four attributes. It was established that the grand mean score for audit of human resource function was 3.42 while those for audit of managerial compliance, audit of corporate strategy and audit of human resource climate were 3.40, 3.29 and 3.18, respectively.

The study further established that the grand mean score of in-role behaviour of project managers was 3.36, while extra-role behaviour of project managers had a grand mean score of 3.23.

5.3 Conclusion and recommendations

The research revealed that majority of the respondents confirmed that human resource audit is important as a reinforcer of role behaviour of project managers. The hypothesis that the effect of role behaviour of project managers in selected real estate companies in Shenzhen, China is influenced by audit of human resource was confirmed.

Based on the findings of this study, the following recommendations are made:

5.3.1 Ensure that human resource audit policies and procedure are aligned to corporate strategy.

5.3.2 The companies should follow transparency principle.

5.3.3 The companies should monitor the motivation policy and bonus implementation records and ascertain whether they are aligned to performance evaluation results.

5.3.4 The companies should follow up a record of employees' turnover.

5.3.5 The project managers should ensure compliance with company culture to facilitate achievement of organization's objectives.

5.3.6 The project managers should coordinate the project process.

5.4 Limitation of the study

The study covered only city out of more than one hundred cities in China. Thus it was not representative of the whole country. This limits the generalizability of the findings beyond Shenzhen City.

5.5 Suggestions for further research

The human resource audit is new tool in management, it is embraced in the developed countries recently and is not widely used in the developing countries. In China it needs to gain acceptance both in government and private enterprise. However, real estate companies in Shenzhen begin to consider its practice in organization.

Given that this study only covered the real estate companies in Shenzhen, there is need room for a similar study to cover other cities' real estate companies and other industries in China.

Tools of phone call and email in the survey were simple, the result of survey was not

comprehensive. Further studies should incorporate other methods of data collection like interviews and open ended questions as much as possible in the questionnaire, in order to get the respondents opinions and help the researcher to draw qualitative inferences.

REFERENCE:

Anderson N. , Ones D. S., SinangilH. K. &ViswesvaranV.(2001), *Handbook of*

Industrial, work & Organizational Psychology, (Volume 2 Organizational Psychology). SAGE Publications.

Aswathappa(1997), *Human Resource and Personnel Management: Text and Cases*, (Fourth edition), New Delhi: Tata McGraw-Hill Publishing Company Limited.

Armstrong M. (2006), *A handbook of human resource management practice*, (10 edition), Kogan Page Limited.

Barrick, M. R., & Mount, M. K. (1991). *The big five personality dimensions and job performance: A meta-analysis*. Personnel Psychology.

Daniel K. and Kahn R. L. (1966, 1978), *The Social Psychology of Organizations*, New York: Wiley.

Dessler Gary (2014), *Human Resource Management*, (Fourteen Edition), Person Education.

Grimmett D. R., P.E.& Ph.D. *Emerging Issues in Management: An anthology of Graduate Level Thought in 2014*, APSU COB MSM Press.

George T. M, (1988) *Human Resource Management*, Business Publications.

Harris P. M., (2002), *Why and how to conduct a human resources audit in Minnesota*, Minnesota Small Business Assistance Office.

<http://isiarticles.com/bundles/Article/pre/pdf/4906.pdf>

<http://www.stats.gov.cn/tjsj/>

Lundberg C., Gudmundson A. and Andersson T. D. (2007), *Herzberg's Two-Factor Theory of work motivation tested empirically on seasonal workers in*

- hospitality and tourism. Tourism Management 30 (2009) 890–899.*
- Mahajan J. P. (2015), *Management Human Resourc.*, Vikas Publishing House PVT ltd.
- Miner J. B. (2015), *Organizational Behaviour 4: Form Theory to Practice Rout ledge*,
New York, USA.
- PeaãN. D. (1998), *'La Auditora de Recursos Humanos: Caractersticasy Desarrollos'*,
Tecnica Contable.
- Rothwell W. J. & Kazanas H. C. (2003), *Planning & Managing Human Resource
Strategic Planning for Personnel Management, (2nd Edition)*, Human
Resource Department Press.
- Shah A. (2007), *Public Sector Government and Accountability Series: Local Public
Financial Management*, The World Bank.
- Zhu Y. (2012) *Individual Behavior: In-role and Extra-role*, International Journal of
Business Administration.

APPENDIX I: LETTER OF INTROUDUCTION

Ref: RESEARCH ON THE EFFECT OF HUMAN RESOURCE AUDIT ON THE ROLE BEHAVIOUR OF THE PROJECT MANAGERS IN SELECTED REAL ESTATE COMPANIES IN SHENZHEN, CHINESE

I am a student of Master of Science in Human Resource Management in the School of Business at the University of Nairobi, Kenya. I am doing a research on the effect of human resource audit on the role behaviour of project managers in selected real estate companies in Shenzhen, China.

Background of this study is under ‘one belt and one road’ of Chinese strategy implemented, more and more Chinese companies go oversea, special South East, Middle East, Africa, they establish their project companies in those countries under ‘the one belt and one road’ polices. Many project managers abuse their powerment beyond financial inspection, thus mismanagement, wastage of resource, fraud arises. How to manage their project companies or branch units overseas, the study seeks the different solution of the problem except internal control?

I will highly appreciate your cooperation and feedback in time and kindly request the specialist or manager in human resource department of headquarters to answer questionnaires depending on the actual situation. The information collected will not

only be used in academic research and also hope to solve the problem in companies with branch units or project departments. If you are interested it, I will send the final copy of the project report to you for reference.

Best Regards,

Ping Wang

APPENDIX II: RESEARCH QUESTIONNAIRE

Part 1: General information

1. Which of the following describes your current position in human resource department at company?

Department Manager () Supervisor () Specialist ()

2. Gender?

Male () Female ()

3. Number of years you have worked at Human Resource Department at this company?

Less than one year () 1-2 years () 3-5years () 6-10 years ()

More than 10 years ()

4. The highest professional qualification

5. Which is your age bracket?

18-25 years () 26-30years () 31-35years () 35-40 years ()

Over 40()

Part II: Human Resource Audit

6. Is the human resource audit implemented in your company?

Yes No

7. Rate the extent to which each of the following statements represents human resource audit functions/practices in your company. The numbers represent the following

1- Not Importance, 2- Least Importance, 3-Moderately Importance, 4- Importance, 5- Very Importance.

No.	Human Resource Audit	Extent
-----	----------------------	--------

		1	2	3	4	5
A	Audit of Human Resource Function					
A1	The project company has a complete human resource policies					
A2	The project company has human resource department					
A3	The project company has a human resource specialist					
A4	The project company has human resource plan for project staff					
A5	The project company has policies for hiring project employees					
A6	The project company has a well defined policy of recruitment and personnel selection for project staff					
A7	Every project staff has job description					
A8	The project company has procedure of performance evaluation and feedback					
A9	The project company has a clear motivation procedure					
A10	The project company ensure a good compensation and benefits plan for employees					
A11	The project company has polices against discrimination and harassment					
A12	The project company follows the equity principle in dealing with employees					
A13	The project company follows the transparency principle in dealing with employees					
A14	The project company announces all human resource policies and procedures to everyone					
B	Audit of Managerial Compliance					
B1	Checking recruitment process and records whether they are aligned to company's policy and procedure					
B2	Checking employee contract records to establish whether they are aligned to					

	company's hiring policies and local country's law					
B3	Assessing the performance evaluation records to determine whether they are aligned with company's policy and procedure					
B4	Checking the motivation policy and bonus implementation records and assessing whether they are aligned to performance evaluation results					
B5	Assessing promotion process and records whether align to company's policy and procedure					
B6	Checking compensation payment records to find out whether they are aligned with company's policy and procedure					
B7	Assessing termination procedure and records of employees to ascertain whether they are aligned to company's policy and procedure					
C	Audit of Human Resource Climate					
C1	The project company has a record of employees' turnover					
C2	The project company has a record of employees' absenteeism					
C3	The project company has a record of employees' accidents					
C4	The project company has a employee grievances procedure					
C5	The project company conducts at least two tests on surveys of morale of employees every year					

C6	The project company has polices against discrimination and harassment					
D	Audit of Corporate Strategy					
D1	Human resource policies and procedures are linked to corporate strategy					

Part III: Role behaviour

8. This part seeks information on project manager’s role behaviour. Please rate the extent to which your company’s project managers’ performance or his/her role by ticking the appropriate box against each of the following statements

- 1- Least Extent, 2- Less Extent, 3-Moderate Extent, 4- Great Extent,
5- Very Great Extent.

No.	The Role Behaviour	Extent				
		1	2	3	4	5
E	In-Role Behaviour					
E1	Setting up project department					
E2	Responsibilities for managing work during entire production/operation					
E3	Implementing the headquarters’ quality policy and quality objectives					
E4	Establishing project planning and project quality goal					
E5	Ensuring achievement of quality objectives					
E6	Responsibility for organizing all kinds of resources to complete the project construction					
E7	Controlling the construction quality, construction progress and safety					

E8	Ensuring internal control					
E9	Decision making					
E10	Conducting the performance evaluation of project staff					
E11	Ensuring compliance with superior company culture					
E12	Ensuring achievement of organization's objectives					
F	Extra-Role Behaviour					
F1	Coordinating the project process					
F2	Arbitrating in cases of dispute					
F3	Implementing reward and punishment system					
F4	Making a good example to staff					
F5	Distributing work fairly					

COMPANIES LIST

- 1、 Chinese Vanke Co., ITD
- 2、 Gemdale (group) co., LTD
- 3、 China merchants real estate holdings co., LTD

- 4、Kaisa group holdings co., LTD.
- 5、RK Properties real estate group co., LTD
- 6、Excellence real estate group co., LTD.,
- 7、Fanyashenzhen real estate development co., LTD.
- 8、COFCO Property(Group) Co.,LTD
- 9、Fantasia holding group co., LTD.
- 10、Shum Yip Group LTD
- 11、Casatal Realty Investment (China) LTD
- 12、Mingfa Group Real Estate Peking development co.,LTD
- 13、Galaxy Group
- 14、Galaxy Real Estate Shenzhen company
- 15、China South City Holdings LTD
- 16、Shenzhen Zhenye group co.,LTD
- 17、Shenzhen Real Estate Development co., LTD
- 18、Horoy Group
- 19、South Asia Real Estate Group co., LTD
- 21、Shenzhen Xijin Industrial Development Co.,TLD
- 22、Shenzhen Property Development (Group) Co., Ltd.,
- 23、Shahe Industrial Co., LTD
- 24、Shenzhen Great Wall Investment Holding Co., Ltd
- 25、Zhongliang Group Real Estate development Co.,TLD
- 26、Hongfa Group Shenzhen Investment Co.TLD
- 27、Tagen Group Shenzhen Real Estate Development IndustrialCo.TLD
- 28、China Baoan Group Co.,LTD
- 29、Autren Real Estate (Group) Co.,TLD
- 30、Taihua Real Estate (China) Co.,TLD
- 31、Huaqiang New City Development Shenzhen Co., Ltd.
- 32、Guang Real Estate Group Shenzhen co., LTD
- 33、Dongjian Group Co.,TLD

- 34、 Wedge Industrial Co.,LTD
- 35、 Wedge Bixuanfang Real Estate Development Shenzhen Co.,LTD
- 37、 Futong Real Estate Group Shenzhen Co., LTD
- 38、 Honge Real Estate Group Shenzhen Co., Ltd
- 39、 China merchants real estate (shenzhen) Co., Ltd
- 40、 Galaxy real estate development Shenzhen Co., Ltd
- 41、 China Overseas Property Group Co.,TLD
- 42、 Shenzhen OCT Properties Co.,LTD
- 43、 Lvgem Group Real Estate Development Shenzhen Co.,LTD
- 44、 Shum YIP Terra (Group) Co., LTD
- 45、 Hutchison Whampoa Real Estate Shenzhen Co.,LTD
- 46、 Tianan Cyber Park (Group) Co.,LTD
- 47、 Shum YIP Southern Land (Holdings) Co.,LTD
- 49、 Shenzhen New World Group Real Estate Development Co., LTD
- 50、 Xinyi Real Estate Development Co., LTD