

Analysis of Management Problems of New Golden Education Company

Bowen Yi

The Open University of Hong Kong, Hong Kong, 999000, China

ABSTRACT. *Management of human resources is not only to introduce talents, but also to retain talents. In the human resource system, performance management is the core. This paper studies the performance management of XiaoGan new Gold-Stone company, then analyzes the current situation and existing problems of its performance management based on the survey results, and finally puts forward appropriate suggestions to improve its enterprise performance management.*

KEYWORDS: *New stone company, Performance management, Problems*

1. Introduction

1.1 Brief Description of the Target Company and the Identified Managerial Problem

I research XiaoGan New Gold-Stone Education Service co. which is a private company established by a natural person. The company is located in Qiankun avenue, XiaoGan district, XiaoGan city, HuBei province. At present, the company has 30 employees and 3 managers in total. The company was founded in 2010. Over the past 9 years, the company has maintained operating well in the area of corporate profits. The company is currently engaged in two training sectors: A. Culture course training. B. Skill training. At present, the company has about 150 students and the annual income is about 600, 000 yuan. New Gold-Stone Education Service company accounts for 20 percent of the market share in XiaoGan city, which is a key training and education institution[1].

1.2 Enterprise Swot Analysis

1.2.1 Strength

The new stone education is not a single training course training institution, but also provides skills training. With the continuous change of national policies, many people will choose to participate in the training of some institutions to obtain technical certificate faster, which expands the source of students of new stone

education.

1.2.2 Weakness

We can see that the enterprise's teachers are not strong, and with the addition of some new courses, it also brings some problems to the teachers, which is a major short board for the rapid development of new Gold-Stone education company.

1.2.3 Opportunity

The main service objects of new Gold-Stone education company include cultural courses of middle and high schools, overseas service, etc. with the continuous needs of social development, it also adds computer related courses training, which meets the needs of social development.

1.2.4 Threat

(1) Policy risk. According to the current development, the development of private education is still in an immature stage. The instability of private education policy is the biggest threat faced by many institutions.

(2) The threat of competitors. Compared with these competitors, the brand influence of new golden education company is obviously not enough, and the market development is relatively backward[2].

2. Preliminary Analysis of the Evidence Collected and Interpretation of the Findings

This study mainly uses questionnaire and interview randomly surveyed 22 people, including 10 teachers, 5 administrative staff, 5 sales staff and 2 education managers.

2.1 Data Collection

2.1.1 Performance Evaluation Degree

According to the collected data, we can see that only 9.1% of the staff think that the company's performance feedback is timely, 68.2% of the staff think that the feedback is not timely, and 22.7% of the staff think that there is no performance feedback. This shows that there are great problems in the performance feedback of the company.

2.1.2 Performance Evaluation

According to the collected data we can see that 50% of the employees surveyed think that the performance evaluation of the company is relatively objective and fair, and 27.3% of the employees think that the performance evaluation of the company

is very objective and fair. However, 22.7% of employees think that the performance management of the company is neither objective nor fair. At the same time, among the survey personnel, the managers all think that the performance evaluation of the company is fair and objective[3].

2.1.3 Role of Performance Management System

The company's performance management system is very important, but as can be seen from the collected data, its actual implementation is not optimistic. Only 18.18% of the employees think that the performance management system has a very important role in the company, which shows that most employees of the enterprise have a great misunderstanding or disapproval of the construction of the performance management system.

2.1.4 Understanding of Performance Indicators

According to the survey results statistics, we can see an obvious problem. Managers are very clear about the company's performance indicators, but there is a big information asymmetry phenomenon. 54.54% of the employees know the company's performance indicators, but they don't really understand it.

2.1.5 Performance Management Training

From the data we can find that the education company does not often carry out performance management training. 50% of the employees think that the company only conducts management content training occasionally, 27.3% of the employees think that the company does not carry out performance management training.

2.2 Problem Analysis

Based on the analysis of the above survey data, we can find that there are many problems in the performance management of the company, specifically as follows:

2.2.1 Pay Less Attention to Performance Management

In the investigation of the enterprise, the author found that the performance appraisal of New Gold-Stone Education enterprise is only a tool to measure the salary payment standard of employees; the performance feedback channel of the company is not very good, and the information in daily work is not timely and has no practical significance.

2.2.2 Lack of Transparency in Management Performance Management

From the survey results, we can see that there are many unfair and objective phenomena in the process of company performance management, which is easy to cause employee dissatisfaction. And the management of the company in the process of performance management, a lot of information can not be handled openly and

transparently, leading to a lot of employees will feel that the enterprise management is not equal.

2.2.3 The Effect of Performance Management is Not Very Obvious

The middle and senior managers of enterprises lack the understanding of performance appraisal, and the division of responsibilities is not clear in the assessment process. Most people think that performance appraisal is only a human resources department problem, while other departments only cooperate with the ability and resources department to complete their own work.

2.2.4 Neglect of Communication and Feedback with Employees in the Process of Performance Management

Evaluation in performance management is not only evaluation, but also communication. The enterprise believes that the performance appraisal process is one of the important indicators formulated by managers, and employees are only a part of the management process; The company's management believes that as long as the company's performance management system is relatively perfect, and through the corresponding assessment to obtain compensation, there will be no imbalance in the hearts of employees. Employees believe that proper communication can help them understand the results of performance evaluation and improve their work efficiency.

2.2.5 Lack of Performance Training Content

Performance management is not a single link, but a system. From the survey results, we can find that the enterprise has not carried out timely performance management training for its employees, and the employees do not know enough about the performance system of the enterprise, so they can not carry out the performance management reasonably.

3. Suggestions for Deficiencies

3.1 Enhance the Importance of Performance Management in Enterprises

First of all, the company must timely improve the awareness level of relevant personnel in the concept of target management. The target management mechanism emphasizes people-oriented and improves the effective combination of people and work, it is necessary to strengthen the cognitive depth of top management in the aspect of target management[4].

3.2 Optimize the Organizational Structure of Enterprises

With the change of the company's scale and internal and external environment,

the company's business objectives and strategy will change constantly, and the company's organizational structure should be adjusted and optimized accordingly. Therefore, the organizational structure is an important rule to ensure the smooth operation of performance management, only combined with the operation of the enterprise and key activities, can we formulate an effective organizational structure for the enterprise, and become an effective support structure for performance management.

3.3 Strengthen the Construction of Enterprise Culture

Facing the situation of low employee satisfaction, enterprises must strengthen the cultural construction centered on the sense of responsibility. First, integrate the sense of responsibility into the corporate culture; second, to strengthen the effective training of employees' sense of responsibility; thirdly, regularly hold activities to improve the sense of responsibility of employees.

3.4 Improve Enterprise Communication Channels

We can further improve the communication mechanism through the following methods: first, emphasize the communication mechanism between the superior and the subordinate at the relevant enterprise meetings; secondly, the mandatory management system is used to restrict the communication between the upper and lower level employees; thirdly, strengthen the development of the related theme publicity activities to promote the effective communication between the superior and the subordinate.

3.5 Reasonable Use of Performance Appraisal Results

Performance appraisal gradually makes employees aware of their own shortcomings. The first is the division design of salary system, the biggest purpose is to provide a support point for the salary system, ;followed by the change of the whole position, we know that the change of position generally requires the performance appraisal to provide certain information support; thirdly, it can strengthen the training of employees and the cultivation of personal ability. Finally, as the standard of employee promotion and selection.

4. Conclusion

Through this study, the following three conclusions are obtained:

(1)Performance management is a dynamic, continuous and circular process. It is the implementation tool of enterprise strategy, which can meet the management changes caused by the adjustment of enterprise organizational structure. It includes four stages: planning, implementation, assessment, application and evaluation.

(2)The implementation of performance management needs system to guarantee. A standardized system can effectively implement all links.

(3)Performance management is a process of continuous progress and optimization. It will not achieve the effect of once and for all through one reform.

References

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