

Research on Performance Appraisal Method of Private Colleges and Universities Based on Personnel Incentive

Jiao Wang

Dalian Art Institute, Dalian, 116600, China

Abstract: *With the development of society, people's requirements for education are constantly improving, so private colleges and universities have also achieved rapid development, playing an important role in China's higher education. However, compared to public universities, public universities implement a unified national enrollment and fee collection system, while private universities implement independent enrollment and fee collection systems, making talent selection somewhat difficult. Therefore, reasonable improvement and establishment of scientific and effective performance evaluation methods have become the key to improving teaching quality and enhancing the enthusiasm of teachers. This article will combine the current situation and existing problems of performance appraisal in private colleges and universities in China, and propose a performance appraisal method based on personnel motivation, which can effectively improve the teaching quality and employee enthusiasm of private colleges and universities.*

Keywords: *Private Universities; Performance Appraisal; Personnel Motivation*

1. Introduction

The development of private colleges and universities is an important component of China's education. After years of efforts, they have reached a certain scale. However, compared to public universities, the faculty of private universities is relatively weak, and teachers lack enthusiasm and creativity. How to effectively solve these problems will directly affect the development of schools. At present, most private colleges and universities in China have not yet formed a complete performance appraisal system, and most of the performance appraisal is based on the human resources department or department as the main evaluation body, which conducts a comprehensive evaluation of teachers. This single assessment method is difficult to make teachers attach importance to their own work, even more difficult to stimulate their enthusiasm for work, and does not play a due role in the quality of school teaching.

2. The incentive effect of post based performance appraisal in private colleges and universities

Teachers in private universities are an indispensable group in private universities, and they are also the backbone of the development of private universities. Teachers not only play a decisive role in the survival and development of a school, but also serve as a cultural inheritor of the school, whose importance is self-evident. Scientific and reasonable performance evaluation of teachers is of great help to improve the individual level of teachers and the overall level of schools.

For example, a private university divides teacher positions into four categories: teaching positions, administrative management positions, and teaching assistant technical positions. Each teacher must assume corresponding responsibilities and tasks in the daily teaching and scientific research process. [1] At the same time, further dividing the positions of teachers according to their work content and specific division of labor can also refine the performance evaluation of teachers. The detailed division of teacher positions can enable teaching personnel to clearly understand their responsibilities, abilities, and work content and scope in this position. First of all, teacher performance appraisal is an important means of motivating teachers in private universities. According to relevant research findings, an excellent teacher can bring more and higher quality students, education and teaching quality, as well as good reputation to private universities. However, in the past, the assessment of teacher performance did not attach importance to the satisfaction of students and parents, which greatly limited the role of

excellent teachers. The purpose of performance appraisal is to conduct a scientific evaluation of the staff within the organization, in order to continuously improve their work ability, make them better serve the organization, and promote the organization to achieve better business results. This performance appraisal method is not only in line with the current development situation in China, but also can play a positive role. An important aspect of management by objectives is to maximize the economic benefits of the organization only when all managers can exert their maximum potential and achieve efficient operation of the entire organization. In the era of the popularization of higher education in China, private colleges and universities are in a rapid development stage, and at all stages of the development of higher education, private colleges and universities are undertaking important tasks. Especially in the context of the popularization of higher education in China, private universities have become an important component of the higher education system. In order for private colleges and universities to achieve good development, efforts must be made in human resource management. Job analysis is mainly about describing specific job responsibilities for each position in the organization, so that each staff member in the organization can accurately know their responsibilities and how to complete them in the future, and each staff member in the organization can clearly identify their job responsibilities, in order to improve job satisfaction and enthusiasm for future work.[2] It can not only promote the improvement of human resource management in private universities in China, but also promote the development of private universities.

3. Analysis and definition of teachers' work tasks in private colleges and universities

Specifically, in terms of teaching, teachers are required to achieve high-quality teaching, which requires teachers to strengthen their own learning and have higher requirements for students; In terms of scientific research, it is necessary to combine theory with practice to promote the continuous improvement of the scientific research level and social service ability of schools; In terms of organizational management, it is necessary to improve school administrative efficiency and improve the school system; In terms of social services, it is necessary to promote communication and exchange between schools, governments, and enterprises.

For example, teachers can select corresponding indicators based on their own career plans; Administrative personnel can be assessed from aspects such as administrative ability. In private colleges and universities, teachers have the following tasks: first, teaching, which is the most basic responsibility of teachers. The second is scientific research, which is also one of the main tasks of teachers. The third is organization and management, which is also one of the important responsibilities of teachers. Fourth, social service work. Fifth, other auxiliary work. From the above aspects, the basic responsibilities of teachers in private colleges and universities mainly include: teaching and research, and many other auxiliary functions. Therefore, according to different job responsibilities, in order to establish a scientific and effective performance appraisal system in private colleges and universities, it is necessary to clarify the main tasks that each job needs to complete. Secondly, scientific and reasonable performance evaluation of teachers can stimulate their enthusiasm and enthusiasm for work, and promote the overall level of school work. The adoption of performance appraisal in private colleges and universities can objectively encourage teachers to work seriously and actively think about issues, thereby improving their work ability and efficiency. When designing the performance evaluation index system, attention should be paid to: first, selecting scientific and reasonable evaluation methods; The second is to be quantifiable when selecting evaluation indicators; The third is to establish different indicators for different types of staff. According to the work performance evaluation index system constructed above, a complete set of performance evaluation system for teachers in private colleges and universities can be obtained. First of all, to determine evaluation indicators, we must be guided by the development strategic goals of the school, and on this basis, build a performance evaluation indicator system, which serves as the basis for performance evaluation.

4. Construction of evaluation index system for teachers' work performance in private universities

According to the actual characteristics of teachers in private universities in China, it is necessary to first analyze the positions of teachers, and then establish an indicator system from three aspects: teaching, scientific research, and service. Firstly, determine the main job indicators based on teacher job analysis and job responsibilities; Then, according to the job responsibilities and work content of teachers, we can determine the main content of the evaluation index system; Finally, the manager and the teacher jointly discussed and repeatedly revised, and finally formed a relatively complete work

performance evaluation index system.

For example, when designing a performance evaluation indicator system, it is necessary to always be guided by the development strategy of universities, focus on improving teachers' educational and teaching abilities, and pay attention to multi-dimensional, multi-level, and comprehensive evaluation to ensure the comprehensiveness, objectivity, and scientificity of the evaluation indicators. The key to designing a performance indicator system is to focus on improving teachers' educational and teaching abilities, and establish a scientific and reasonable performance evaluation system. Specifically, it is necessary to evaluate the quality of talent cultivation, scientific research ability, and social service ability. First, we should establish a basic indicator, and then make specific settings based on the actual situation of each university: When evaluating the work performance of teachers in private universities, we should classify each assessment item into several relatively independent indicators according to their importance and different disciplines, and determine the final score by scoring these indicators. Therefore, there are two main purposes of performance appraisal: first, to continuously improve the work ability of each staff member in the organization by evaluating their performance, and to urge them to strive for the best results in actual work; The second is to determine the specific work content and personal development direction of each staff member through the evaluation of their performance, so that each department within the organization can continuously optimize their work processes and organizational structure, and ultimately achieve good operation of the entire organization.

Firstly, we should determine the salary structure of various positions by determining the evaluation objectives and standards, and clarify the specific salary standards for different positions such as teachers and management personnel. Secondly, in order to mobilize the enthusiasm and initiative of teachers in their work, a teacher performance bonus system should be implemented. In addition, for new employees, they must undergo a certain probation period or rotation training before they can officially take up their posts. The following adjustments can be made: position adjustment: The proportion of behavioral indicators and non-behavioral indicators reflected in performance appraisal results is different, so it is necessary to make position adjustments to employees' work. This adjustment should be based on the employee's own opinions and suggestions; Training and education: Through performance appraisal, it is possible to understand what problems employees have in their work, and provide targeted guidance to them; Personnel processing: Performance appraisal results serve as an important basis for rewarding and punishing employees, adjusting positions, and determining new positions; Career Planning: we can develop corresponding career development plans based on the assessment results.

5. Performance evaluation methods

Performance appraisal is an important part of performance management in private colleges and universities. Good performance appraisal methods can motivate teachers and enhance the enthusiasm and enthusiasm of employees. Common performance evaluation methods include management by objectives (MBO), 360 degree evaluation, key performance indicators (KPI), balanced scorecard evaluation, and analytic hierarchy process. According to the characteristics of private universities, this article selects the key performance indicator method.

For example, for new teachers, it is generally recommended to conduct a performance appraisal once a year; For newly recruited teachers who fail to meet the teacher performance evaluation standards within the specified period of time, the evaluation cycle can be appropriately extended. In addition, due to the different environments and work difficulties of staff in private colleges and universities, their performance evaluation should also be different. For example, employees in universities engaged in scientific research work, whose work tasks are mainly focused on scientific research projects, have strong characteristics such as uncertainty and exploration. Therefore, when evaluating their performance, they should be distinguished from scientific research personnel. The key performance indicator method refers to a method for evaluating the performance of employees in an organization by selecting several specific goals that can reflect organizational goals or core tasks, and quantifying and refining these specific goals. The application of this method requires a certain degree of representativeness in the assessment object, while reflecting the differences in the nature of work in different departments and positions, and accurately reflecting the completion of work tasks and work performance of personnel in various departments and positions. The key performance indicator method in this article refers to a performance evaluation method that uses a combination of key event method (RBS), key success factor method (KPI), target management method, and other methods. During the evaluation process, if the employee's supervisor is evaluated, there may be a problem that the

evaluation results are not closely related to the person being evaluated, leading to deviations in the evaluation results.

Therefore, the teacher's department should be the main body of performance evaluation. The payment of performance pay is the final step of performance evaluation in private colleges and universities, and it is a comprehensive evaluation of all work results. Through the payment of performance pay, each staff member can clearly understand their work performance and completion status. However, there are certain problems with the payment of performance pay, as follows: (1) The payment targets are not uniform. Different schools have inconsistent performance pay standards, which makes employees question whether the standards are fair and reasonable, which in turn affects the fairness and effectiveness of assessment. (2) Some private colleges and universities have not established a complete performance salary evaluation system. After the school formulated performance evaluation standards, they were not publicized and interpreted through effective channels, resulting in most teachers not being aware of this information. At the same time, the performance salary evaluation system has not been fully utilized to motivate employees, which makes it impossible for teachers to actively participate in the performance evaluation of schools.

6. Conclusion

This article analyzes the current situation of performance appraisal in private colleges and universities, as well as the existing problems, from four aspects: material motivation, target motivation, and work itself motivation. Based on the current problems in performance appraisal in private colleges and universities in China, it proposes a performance appraisal method for private colleges and universities based on personnel motivation, and elaborates on its implementation process. Due to the short development time of private universities in China, there are still many shortcomings, such as the lack of systematic performance evaluation methods, incomplete evaluation index system, and inadequate evaluation system. Therefore, the performance appraisal method based on personnel motivation proposed in this article still has certain problems, which need further in-depth research and improvement. In the long run, in order to give full play to the advantages and characteristics of private colleges and universities, we should enable them to better cultivate talents for the country and society, contribute to China's socialist construction, and strengthen the management of private colleges and universities.

References

- [1] Chen Z, Wang Y. *Research on performance appraisal methods of private colleges and universities based on personnel incentive [J]. Journal of Hubei Second Normal University. 2019; 36(09):20-27.*
- [2] Peng Z. *Research on the problems and countermeasures of performance appraisal for administrative personnel in private undergraduate universities [D]. Guangxi Normal University 2022.*