

Application of Performance Assessment in Enterprise Employee Training

Chen Longyue

Shandong University of Technology, Zibo, 255000, China

Abstract: Performance appraisal plays an important role in employee training. Through performance appraisal, companies can assess employees' performance and work results, and then develop corresponding training plans and provide necessary training resources. This performance-based training model can effectively improve employees' work skills and professional level, and promote their personal development and career advancement. Based on this, this article focuses on the connection between performance appraisal and employee training, combines the advantages of performance appraisal in employee training, analyzes the problems existing in the application of performance appraisal in employee training, and explores the countermeasures to solve the problems in employee training, in order to provide assistance for the better application of performance appraisal in employee training.

Keywords: Performance appraisal; Enterprise; Employee training

1. Introduction

Performance appraisal plays an important role in employee training. It can help companies identify the strengths and weaknesses of employees and develop corresponding training plans. By conducting training tailored to the different needs of employees, it can help them improve their professional skills and solve problems encountered in their work, thereby enhancing their performance and work efficiency. Therefore, exploring the application of performance appraisal in employee training is of practical significance^[1].

2. The relationship between performance appraisal and employee training

There is a close relationship between performance appraisal and employee training in enterprises. Performance appraisal is a process of evaluating and motivating employees' work performance, while employee training is aimed at enhancing employees' abilities and skills to better complete work tasks. The connection and interaction between the two are mainly reflected in the following aspects:

First of all, good performance appraisal can serve as a feedback mechanism for employee training. Through evaluating employee performance, companies can identify deficiencies and problems in their work, and provide targeted training programs to help employees improve their work abilities and achieve a win-win situation for both personal growth and corporate development^[2].

Secondly, employee training can also directly affect the results of performance appraisal. Through training, employees can acquire new knowledge and skills, improve work efficiency and quality, and receive better evaluations and rewards in performance appraisal, which can stimulate their work enthusiasm and creativity.

Finally, the results of performance appraisal can also provide the focus and direction for employee training in the enterprise. Through the evaluation of employee performance, the enterprise can understand which aspects of the employee's performance are good and which need improvement, so as to formulate targeted training plans and improve the overall performance level of the team.

3. Advantages of Performance Appraisal in Employee Training

Firstly, performance appraisal provides pertinence for employee training. Through the evaluation of employee performance, companies can understand the actual work performance and existing problems

of employees, and formulate targeted training plans to help employees improve the skills and knowledge required in their work, thereby better completing work tasks^[3].

Secondly, performance appraisal can stimulate employees' learning motivation. Through performance appraisal, employees can understand their own work performance and have the opportunity to reflect on their strengths and weaknesses. Therefore, they are more willing to receive training and improve their work abilities in order to achieve better results in the next appraisal.

Thirdly, performance appraisal can also provide clear employee training needs for enterprises. Through the evaluation of employee performance, enterprises can discover areas where employees need to strengthen training, clarify their training needs, and invest targeted training resources to improve the effectiveness and relevance of training.

Finally, the results of performance appraisal can also provide opportunities for employees to be promoted and rewarded. After training and improvement, employees can achieve better results in performance appraisal, thus gaining opportunities for promotion and reward, which can stimulate their enthusiasm and development motivation.

In addition, the combination of performance appraisal and employee training can help companies establish a sound talent incentive mechanism. By linking training and performance appraisal, companies can create a cultural atmosphere that encourages performance, drives employees to continuously improve themselves, and creates greater value for the company.

4. Problems in the application of performance appraisal in enterprise employee training

4.1. Unreasonable performance indicator design

In enterprise performance management, unreasonable performance indicator design often leads to poor performance management results. This includes issues such as lack of scientific and targeted indicator selection, as well as mismatches between performance indicators and training objectives.

First, the lack of scientific and targeted selection of indicators is a common problem. When designing performance indicators, if we simply follow traditional experience or blindly follow the trend without considering the characteristics and needs of actual work, it is likely to lead to insufficient scientific and targeted indicators. For example, overemphasizing objective performance indicators in certain positions while ignoring employees' subjective initiative and creativity can easily lead to a decrease in employee enthusiasm, which in turn affects work quality and overall performance.

Secondly, the mismatch between performance indicators and training objectives is also a common problem^[4]. When conducting employee training, if the training objectives do not match the performance indicators, employees may not be able to truly master the required knowledge and skills, thus failing to achieve the goal of improving performance. For example, in some positions, too much emphasis is placed on practical operational skills, while ignoring job responsibility awareness and teamwork skills, which can easily lead employees to focus only on improving their individual abilities, neglecting overall performance.

4.2. Lack of objectivity and impartiality in evaluation criteria

In the practical application of performance appraisal, there are problems of objectivity and fairness, mainly reflected in the following two aspects:

First, the influence of subjective bias on evaluation results. When conducting performance appraisals, evaluators may be influenced by personal emotions, cognitive biases, and other factors, resulting in unfair evaluation results. For example, evaluators may be biased towards certain employees due to personal preferences, or deliberately underestimate their performance due to conflicts with employees. These factors can affect the objectivity of evaluation results, making it impossible for employees to receive fair evaluations.

Second, there is a lack of clear evaluation criteria and quantitative indicators. Performance evaluation requires clear evaluation criteria and quantitative indicators for evaluation, but in practical operations, many companies do not have clear regulations for these criteria and indicators. For example, companies may simply evaluate based on factors such as work quality and efficiency, without providing specific criteria and indicators. As a result, the evaluation results can become ambiguous and

easily subject to subjective factors, which affects the objectivity and fairness of the evaluation results.

4.3. Restrictions of performance appraisal results on employee training

When performance appraisal is applied to employee training in enterprises, there are often situations where the appraisal results limit employee training. This is mainly reflected in the following two aspects:

First, over-reliance on performance appraisal results can lead to neglect of the training process and learning effectiveness. In practical operations, some companies may focus too much on the performance appraisal results of employees, while ignoring the training process and learning effectiveness of employees. As a result, employees may be tempted to cope with training, only to engage in superficial learning for the sake of passing the assessment, rather than truly deepening their grasp and application of the learned knowledge and skills. In this case, even if employees achieve good results in performance appraisal, their actual work performance and abilities have not been effectively improved, thus affecting the effectiveness of employee training and the long-term development of the enterprise^[5].

Secondly, the simplicity of performance appraisal results on employee promotion and compensation incentives can affect employees' enthusiasm and motivation. Some companies rely too much on performance appraisal results to determine employee promotion and compensation incentives. This single appraisal result may cause employees to feel enormous pressure and even anxiety, affecting their enthusiasm and motivation. In addition, the simplicity of the appraisal results can also easily make employees feel that there is a lack of fairness, especially when the evaluation criteria and indicators are not transparent and fair enough, which can lead to employees' distrust of the enterprise system, thus affecting their work enthusiasm and teamwork willingness.

5. Countermeasures to solve the problems in employee training based on performance appraisal

5.1. Reasonable performance indicator design and optimization

Firstly, formulate reasonable performance indicators. Formulating reasonable performance indicators is the premise of performance appraisal. If the indicators are unreasonable, it will be difficult to achieve good results even if subsequent efforts are made. Therefore, when formulating performance indicators, enterprises should fully consider the actual work needs of employees and the development strategy of the enterprise, as well as the operability, comparability, and verifiability of the indicators. For example, for sales personnel, in addition to completing sales tasks, indicators such as customer satisfaction and after-sales service quality need to be considered. For production personnel, indicators such as production efficiency and product quality need to be considered^[6]. Therefore, when formulating performance indicators, enterprises should develop corresponding indicator systems based on the characteristics of different positions, so that employees can be trained and learned in a targeted manner.

Secondly, optimize the performance indicator scoring system. The performance indicator scoring system refers to the scores and evaluations obtained by employees in performance appraisals, which directly affect employee promotion, salary increases, rewards and punishments, and other measures. Therefore, when conducting employee training, companies should optimize the performance indicator scoring system to ensure more fair, accurate, and objective evaluation results. On the one hand, companies should clarify the weight ratio of performance indicators, and the weight of different indicators should be reasonably allocated according to their importance. On the other hand, companies should establish a reasonable evaluation system and introduce diversified evaluation methods, such as 360-degree feedback evaluation and self-evaluation, so that employees can fully understand their own performance and shortcomings, and targeted training and learning.

Finally, establish an effective feedback mechanism. An effective feedback mechanism is the key to employee learning and growth, as it can help employees discover their shortcomings in a timely manner and make targeted improvements and enhancements. Therefore, when conducting employee training, companies should establish an effective feedback mechanism to allow employees to receive timely feedback information and conduct targeted training and learning based on the feedback information. Companies can provide timely and effective feedback information to employees through regular performance evaluation meetings, personal interviews, etc., and conduct corresponding training and learning based on employees' performance and needs. In addition, companies can also use

advanced management information systems to establish a scientific and reasonable performance management platform, so that employees can keep abreast of their performance and performance evaluation results.

5.2. Establish objective and fair evaluation criteria

Firstly, clarify the evaluation criteria. Enterprises should clarify the evaluation criteria for performance appraisal, with detailed regulations and descriptions for the objects, indicators, weights, and scoring of the evaluation. The evaluation criteria should fully consider the characteristics and requirements of employees' actual work, and be able to objectively reflect the quality and performance of employees' work, avoiding the interference of subjective factors. At the same time, the evaluation criteria should be in line with the development strategies and goals of the enterprise, and be able to reflect the contribution and value of employees to the enterprise^[7].

Secondly, establish a diversified evaluation system. Enterprises should establish a diversified evaluation system, introducing different evaluation methods and approaches, such as 360-degree feedback evaluation, self-evaluation, and peer evaluation. This can fully reflect employees' work performance and achievements, avoid the evaluation results being affected by single factors, and improve the objectivity and fairness of evaluation standards.

Finally, supervise and inspect the evaluation process, provide timely feedback and communication. Enterprises should establish a supervision and inspection mechanism to track and supervise the evaluation process. The evaluation results should be in line with the evaluation criteria, and the evaluation process should comply with the prescribed procedures to avoid abuse of power or random evaluation by evaluation personnel. At the same time, enterprises should provide timely feedback on the evaluation results to employees and communicate with them. The evaluation results should be in line with the actual performance and achievements of employees to avoid their dissatisfaction and resistance to the evaluation results. Communicating with employees can help them understand their own shortcomings and make targeted improvements and enhancements, and at the same time enhance their sense of belonging and recognition to the enterprise.

5.3. Effective combination of performance appraisal and employee training

Firstly, establish a close connection between performance appraisal and employee training. When developing performance appraisal indicators, we should fully consider the training needs and development direction of employees. By investigating the actual situation and needs of employees, we can incorporate training content into the performance appraisal indicator system, so that employees' training needs can receive effective attention and support.

Secondly, develop personalized training plans. Enterprises can tailor training plans based on employees' performance and existing problems in performance appraisal. This not only improves the pertinence and effectiveness of training, but also better helps employees improve their abilities and skills, thus better completing work tasks and achieving personal career development goals.

Thirdly, it is necessary to strengthen the tracking and evaluation of training outcomes. After employees have completed training, it is necessary to track their training outcomes in a timely manner and include them in performance assessments for evaluation. This can motivate employees to actively participate in training activities, while also helping companies understand the actual effectiveness of training and adjust and improve training programs in a timely manner.

Finally, create a good learning atmosphere and culture. Enterprises can encourage employees to learn from each other and exchange experiences through internal training sharing sessions, lectures, and other forms, to stimulate their enthusiasm and passion for learning. At the same time, they can also set up a reward mechanism to give corresponding rewards to those who achieve excellent results in performance appraisals and actively participate in training, in order to motivate employees to continue learning and improving.

6. Conclusion

Performance appraisal plays an important role in employee training. Through performance appraisal, companies can assess employees' performance and work results, and then develop corresponding training plans and provide necessary training resources. This performance-based training model can

effectively improve employees' work skills and business level, and promote their personal development and career advancement. In the future, with the continuous development of technology and economy, companies will have increasingly higher requirements for employees. Therefore, future performance appraisal will be more scientific and precise, using advanced data analysis and artificial intelligence technology to assess employees' performance and potential from multiple dimensions, providing more comprehensive and precise training suggestions for enterprises.

References

- [1] Li Quanyi. *Research on Optimizing the Employee Training System of FAWA Enterprises [D]*. Changchun: Jilin University, 2023.
- [2] Lin Jie. *Reflections on Improving the Training System of Public Institutions to Ensure the Construction of Talent Teams [J]*. *China Economic Review*, 2023(15): 179-181.
- [3] Liu Jixun. *Analysis of the Application of Performance Appraisal in Enterprise Employee Training [J]*. *Small and Medium-sized Enterprises Management and Technology (Second Half)*, 2021, (05): 7-8.
- [4] Huang Yanhua, Huang Yanjie. *Innovating the enterprise training system to improve employees' digital literacy and skills [J]*. *China Training*, 2023(04): 88-90.
- [5] Gao Jiawei. *Research on Employee Training Management of X-Ring Investment Enterprises [D]*. Xianyang: Northwest A&F University, 2021.
- [6] Zhang Yeqing. *Research on the Application of Performance Appraisal in Enterprise Employee Training [J]*. *China Market*, 2021, (05): 114-115.
- [7] Huang Ke. *Research on the Problems and Optimization Countermeasures of Employee Training System in Large Enterprises [J]*. *Business Managers*. 2023(07): 66-68.