

Improvement Countermeasures of Human Resource Performance Management

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ABSTRACT. *In the era of knowledge economy, where the process of social development is accelerating, talents are the fundamental resource for the development of enterprises. Human resources, as a special resource of enterprises, directly affects how enterprises survive and develop under the current fierce market competition. This paper analyzes the performance management of human resources, analyzes the main problems of current human resource performance management, and proposes targeted human resource performance management improvement suggestions.*

KEYWORDS: *human resources; performance management; improvement*

1. Overview of human resource performance management

Performance management is the most common management method used in enterprises. It requires enterprise managers to design an institutionalized approach to standardize the behavior of each employee^[1]. It is necessary to formulate work plan goals according to the development status of the enterprise, and to complete tasks for employees. The target situation is evaluated and talked to the unfinished task employees to help employees improve their performance. Practice has proved that the implementation of performance management enables enterprises to establish a scientific treatment allocation and reward and punishment system, which can fully mobilize the enthusiasm and initiative of employees, and at the same time attract more talents and improve the competitiveness of enterprises in the market.

At the micro level, the human resources of a company are characterized by

intelligence, initiative, liquidity and the times of the labor force that is controlled and controlled by the enterprise and can bring economic benefits to the enterprise^[2]. Human resource management is the process of planning, organizing, leading, and controlling the enterprise in order to acquire, develop, maintain, and utilize human resources. It is the goal of achieving the enterprise.

Performance management is a continuous cycle of managers and employees at all levels participating in performance planning, performance coaching, performance appraisal, performance application, and performance improvement in order to achieve corporate goals. The goal is to improve the performance of individuals and organizations^[3]. Performance management is at the core of human resource management. On the one hand, the performance goal of the enterprise is determined by the overall goal of the enterprise. On the other hand, if the performance appraisal lacks fairness, the personnel allocation, training development and salary management of the enterprise will be affected. Otherwise, the above-mentioned links can play a positive role.

2. There are major problems in the performance management of human resources in China.

2.1 Performance evaluation system is not scientific

The simplification and simplification of the performance appraisal system and the unreasonable evaluation mechanism affect the effectiveness of performance appraisal and it is difficult to reflect the overall ability level of employees. In the practice of enterprise performance appraisal, the higher-level leaders usually directly evaluate the lower-level employees. Such assessments are often influenced by the subjective factors of the leader's likes, which leads to misunderstandings of performance management and even conflicts with performance management. Emotions make the company's performance management work not better linked to employee compensation, incentives, promotion, career planning, etc^[4]. resulting in a lack of scientific performance management, lack of communication and feedback mechanisms, performance evaluation results subjective Greater impact.

2.2 Ignore the importance of performance feedback

Performance feedback is an important part of performance management. Good performance feedback can enable employees to objectively understand their deficiencies, and then find areas for improvement, thereby improving their performance and enhancing the competitiveness of the organization. At present, most enterprises in China focus on the performance management process, and believe that as long as the goals are set, employees will naturally work in this direction, and the importance of performance feedback is insufficient. In fact, in the process of performance management, employees will inevitably encounter various thorny problems, emotional fluctuations^[5], effective performance feedback can timely identify problems in current performance management, maximize the passion of employees, and make performance Management goes smoothly.

2.3 Basic work and planning recruitment

The lack of management system is manifested in unclear and unreasonable powers, unclear responsibilities, lack of sound institutional norms, lack of enforcement power in the system, and lack of professional quality and ability of management personnel. Employees' participation in management is not high^[6], and their enthusiasm is not respected, resulting in most of them having no confidence in participating in management. In the management of high-precision talents, there is no perfect regulation or planning, which has caused many recruitment work to be inadequate.

2.4 Compensation Management Benefits and Labor Relations

Under the post-coefficient system, the salary consists of three units: post salary, special salary, and bonus. If the bonus distribution system is unreasonable and there is no certain standard, then the fairness and reasonableness cannot be verified. The human resource management system in many units pays too much attention to the operational management of personnel, and does not pay enough attention to the strategic development of the enterprise, thus causing a waste of human resources in many enterprises.

3. Improvement measures for human resources performance management

3.1 Conduct performance management training

As a new management method and means, performance management cannot be separated from a solid and powerful organizational foundation. Enterprises should attach great importance to the construction of the organization foundation, organize enterprise managers, department managers and grassroots employee representatives to form a performance management leading group responsible for the organization and implementation of performance work. In the process of performance management, select experienced, responsible and enthusiastic personnel to be responsible for specific affairs, earnestly understand the spirit of performance management program, grasp the key points and difficulties of performance management, and formulate detailed rules for performance management of various departments in light of the actual work. Such institutional methods will clarify organizational leadership, performance plans, performance indicators, performance evaluation, and application of results, further clarify responsibilities, standardize processes, clarify tasks, and provide institutional guarantees for the orderly development of performance work. The performance training work is carried out hierarchically, and the basic contents of the management of the company's strategy, manager's responsibilities, management methods and means, and employee performance goals are determined, so that employees can clearly understand the job responsibilities and form a clear division of labor and clear responsibilities. The effective responsibilities system has achieved the full coverage of “vertical and vertical, horizontal to horizontal“ and completely solved the problem of “doing“ what each position should do.

3.2 Build and improve the performance appraisal system

Performance appraisal is an integral part of performance management. The results of real and effective performance appraisal provide information for the improvement of enterprise performance management, which has positive significance for improving the performance management level of enterprises and improving the competitiveness of enterprises. In formulating the performance

appraisal system, we must learn from the successful experience of excellent enterprises, and formulate scientific and quantitative performance appraisal standards in combination with the actual situation of enterprises, so that qualitative indicators and quantitative indicators should be standardized, evaluation indicators should be quantified as much as possible, and the evaluation items should not be used. More, the performance indicators are timely assessed and evaluated by time nodes, and the performance management is transformed into a multi-dimensional assessment. The individual performance targets are consistent with the overall goals of the enterprise and the department. The “peripheral performance“ and “adapted performance“ can be introduced into the performance appraisal system. Try to be comprehensive, objective and scientific.

Further improve and perfect the performance management system, adhere to the principle of marketization, determine the level of compensation based on performance results and contribution, and realize the close relationship between enterprise cadres and employee income and enterprise benefits. Performance management is divided into two parts: the percentage system deduction The law, the middle and above leaders and basic employees have corresponding indicators, evaluation criteria, and scores. For the assessment of middle-level and above leading cadres, the departmental performance and the individual performance of leading cadres should be combined, and the assessment gap should be appropriately opened, according to the annual performance. The results of the assessment will be positive and negative for employees.

3.3 Emphasis on performance communication, people-oriented

Performance communication is the soul and core of performance management. It is the process of two-way understanding of performance problems between employees and managers. The purpose of communication is to enable managers to grasp the dynamics of employees' thinking, to understand employees' perceptions of performance issues, and to achieve corporate performance. The assessment indicates the direction. In order to make performance communication play its due role, enterprises should formulate performance communication management methods according to their actual conditions, and carry out communication work throughout

the whole process of performance management. Enterprises should establish a people-oriented concept, continuously improve the corporate environment, management methods and management concepts, fully respect employees, combine the short-term interests of investors, enterprises, management, and employees with long-term development momentum, and explore the establishment of shareholding management, technology shareholding, Medium and long-term incentives such as incremental incentives and stock options.

3.4 Establish a high-performance corporate culture

Enterprise culture As an intangible asset and an important resource of an enterprise, its value growth space is relatively large, which has a strong effect on enhancing the added value of the industry. Focus on improving the cultural construction of high-performance enterprises, conscientiously do a good job in propaganda, actively guide employees to invest in the creation of corporate culture, study and formulate corporate culture construction plans, implementation plans and promotion plans, systematically formulate specific requirements for corporate culture management in various departments, and refine The assessment project of departmental information collection, planning, process management, measurement and traceability, improvement and innovation, civilization creation, cultural propaganda, etc., regards corporate culture as the primary task of improving the quality of employees and rallying people, and strives to build rigorous and standardized Compliance culture, implementation of point management, standardizing employee behavior, making the compliance culture permeate every link, becoming the common code of conduct for all employees, enhancing the cohesiveness of the company through various forms, absorbing and cultivating all kinds of outstanding talents, guiding employees to form Common values, enhance employee cohesion, and build a harmonious enterprise.

4. Conclusion

All in all, in every aspect of business development, we must pay enough attention to the management of human resources performance, because every link and every position can not be separated from human resources, and only then can

enterprises develop stronger.

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