

Study on the Optimization Path of Performance Appraisal from the Perspective of Motivating Employees' Enthusiasm

—Take Lin Zhi Haobo Education Training Co., LTD as an Example

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Abstract

The article takes Linzhi city perfect education as the object of performance appraisal. With a perfect education company to field visit investigation and using the methods such as interview, questionnaire investigation, the authors learn the existing problems in the company currently and they also find the causes of the problems. In order to develop staff progress review and convenient staff performance appraisal management, the authors complete the establishment of the balanced scorecard and the construction of key performance indicators (kpis) examination cycle model.

Keywords

Linzhi City, Education Company, Performance Appraisal, Optimization Path

1. Introduction

One of the important reasons why China's famous new Oriental, China public corporation education and other large training institutions still maintain their vigorous development is that corporate development is closely combined with employee performance management [1]. The performance management scheme can analyze and evaluate the staff's working behavior, help companies find the problems in the work and timely solve them, at the same time, perfect performance management solution can standardize the employees' work, public quantitative appraisal can also stimulate staff's work enthusiasm. In the 1980s, Satty analytic hierarchy process (AHP) and dupont financial analysis are the most widely used methods in enterprise performance evaluation, but as the market

environment and business environment has experienced great changes, the original financial performance evaluation system has been unable to match the advanced productive forces [2]. After the 1990s, American scholar Steam Stewart (1990) proposed the use of economic added value of EVA, that is, the difference between the cost of capital and capital gains, as indicators of performance evaluation to complement the defects of the traditional financial performance evaluation. Scholars in our country introduce the theory of performance management abroad and domestic enterprises sum up the experience in management and related countermeasures and methods suitable for domestic enterprise performance management [3]. Through factor analysis and AHP analysis method of quantitative analysis method, Liu Xiaoying (2009) establishes the comprehensive scorecard performance appraisal index system of EVA. Zhang Qingda (2013) argues that an effective scientific performance appraisal method can directly influence the competitiveness of an enterprise [4]. Yang Weimin (2014) argues that the staff performance appraisal model construction is the basis of the performance appraisal method; through the study on the comprehensive detailed understanding of employees, perfect performance appraisal model and the performance appraisal methods, performance evaluation can be further developed and enriched [5]. This article is based on the staff performance management present situation of a local private education training institution in Linzhi city, Tibet. The optimum paths of performance management of the company are work plan, tectonic cycle model, establishment of reasonable staff performance progress review, timely disclosure of the summary analysis inspection data, and quantitative appraisal result feedback to each of the staff, thus it is convenient to be used in performance appraisal optimization path tracking [6].

2. Current Situation of Staff Performance Appraisal of Haobo Education

2.1. Overview of Haobo Education

In 2016, Linzhi onlytoya college foreign language school was officially listed on the perfect education of the company. The company is given priority to basic education with setting up a kindergarten, primary school class, interests typically exposes and will conduct of civil servants training. At present, the company is in the initial stage, and there is still a lack of teachers in the construction.

2.2. Performance Appraisal of the Company

Employees' performance appraisers are mainly middle managers of the company. At present, Haobo education has not set up a special staff assessment team or a special HR department. The performance evaluation of the company is mainly based on the attendance rate of teachers. There is no specific performance appraisal checklist, and the setting of assessment indicators is not combined with

employee motivation, so it is not publicly quantified. The company's assessment indicators are too simple, the qualitative and quantitative indicators are not highlighted, and there is no standardization in the performance assessment process. In the performance appraisal process, the perfect education company and employees are lack of effective communication, the assessment results are not linked to rewards and punishments, the company's performance appraisal feedback mechanism is not sound, thus lead to a lag of employees' responses to the company's performance evaluation indicator setting and the assessment results. Therefore, employees' work initiative is extremely low, and the goal of the company's performance is ultimately unable to be realized.

2.3. Problems in Performance Appraisal of Haobo Education

2.3.1. Unclear Division of Responsibilities and Lack of an Open Feedback Mechanism

Some employees of the company hold multiple posts, and the allocation of posts is not scientific. The responsibilities of posts are ambiguous, and the job objective is difficult to be determined, which makes it difficult to conduct scientific evaluation on teachers and staff. At present, the company is lack of effective public feedback mechanism; the management does not give appraisal result, and is unable to effectively communicate with staff; faculty members cannot understand oneself in the work of managers, and they even don't know what place still need to improve in the process of management.

2.3.2. Lack of a Standardized Performance Management Evaluation System

The company's performance management is not the same height as its corporate strategy. The performance management is only for the goodness or badness of the inspection work, and only pays attention to the surface performance. Only management personnel participates the design of performance appraisal evaluation system, and they do not pay attention to the opinions of the staff, parents and students.

2.3.3. Unscientific Setting of Performance Management Indicators and Weights

At present, the company's performance appraisal plan for employees is relatively general and the assessment indicators are relatively simple. For each staff, the nature of work, individual character and interpersonal relationship all have an effect on the performance review results. If a single standard is used to measure all employees, it will be unfair, and even leads to the results of performance appraisal greatly deviated from the purpose of the performance evaluation to motivate the employees. In addition, the unreasonable weight allocation, set according to individual management level, only focuses on individual subjective consciousness to a large extent, and seldom adopts scientific and objective methods. Therefore, the development of performance evaluation indicators lacks practical significance in the process of application.

2.3.4. Lack of Information-Based Performance Management Means

In the company’s daily performance appraisal, with the completion of the inspection work, the assessment result is limited to the print edition published on board, the corresponding rewards and punishment after the implementation of the relevant information become invalid. It makes the assessment work is a one-off, randomness. It’s not only unfavorable to the inspection data effectively preserved for a long time, but also brought difficult to other personnel to consult. Due to the lack of assessment means and the non-standard form, the assessment work loses its original significance and cannot effectively constrain the norms and motivate employees.

3. The Empirical Analysis of Education Training Company Performance Appraisal

The balanced scorecard (BSC) is required by the assessment indexes in the company’s strategic goal and responsibility [7], etc., and under the premise of the following four categories of indicators: financial, customer, internal process and learning innovation growth.

3.1. Setting of Performance Appraisal Indicators

See Figure 1.

3.2. Weight Setting of Performance Appraisal

This paper proposes a combination of qualitative and quantitative system analysis method, analytic hierarchy process (AHP), in combined with Satty 1 - 9 scaling method (see Table 2), matrix constructed form. The judgment matrix is

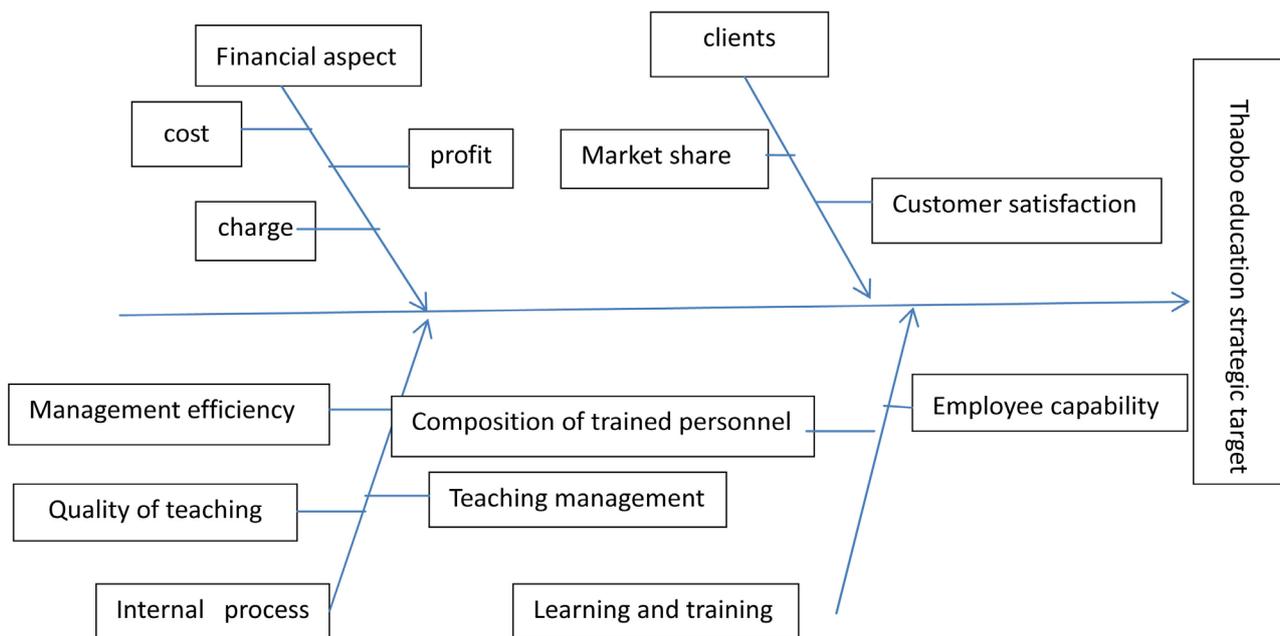


Figure 1. Fish bone diagram of education company’s key success factors.

targeted at a level of a factor which is concerned [8], that is the level of the relative importance of various factors related to compare two given judgments. Through the expert consultation and the opinions of the employees, it affects the hierarchical classification of employee performance appraisal indexes, and establishes evaluation index system of staff performance appraisal (as shown in **Appendix 1**), and uses the ratio of 1 to 9 scale to the relative importance of each factor assignment to build judgment matrix (as shown in **Table 1** and **Table 2**) [9].

This paper adopts the method of questionnaire survey. The research on the teaching staff of Haobo company is also conducted for the students and parents who come to the company for education training. In addition, the data of this paper are obtained through data collation [10] (see **Appendix 1** and **Appendix 2**).

The judgment matrix of first-order indicators is as follows:

$$U = \begin{pmatrix} 1 & 2 & 6 & 3 \\ 1/2 & 1 & 4 & 3 \\ 1/6 & 1/4 & 1 & 2 \\ 1/3 & 1/3 & 1/2 & 1 \end{pmatrix}$$

A maximum characteristic value of $\lambda_{\max} = 4.2216$, the normalization processing after the corresponding eigenvectors is: $W = (0.486, 0.304, 0.11, 0.1)$ T, consistency index $CI = (4.2216 - 4)/(4 - 1) = 0.07$, random consistency index $RI = 0.9$ (look-up table), the consistency ratio $CR = CI/RI = 0.08 < 0.1$, through the consistency check.

Table 1. Relative importance assignment of each element.

scale	Meaning
1	It means that the two factors are of equal importance compared to each other
3	Element <i>i</i> is slightly more important than element <i>j</i>
5	Element <i>i</i> is significantly more important than element <i>j</i>
7	Element <i>i</i> is stronger more important than element <i>j</i>
9	Element <i>i</i> is extremely more important than element <i>j</i>
2, 4, 6, 8	Represents the intermediate value of the above adjoining judgment
reciprocal	The ratio of factors to their importance is $1/a_{ij}$

Table 2. Shows the weight of employee performance assessment.

The secondary indicators	λ_{\max}	CI	CR	The secondary index normalized W corresponding to the eigenvector
U_1	3.0858	0.0429	0.07	(0.6738, 0.2255, 0.101)
U_2	3.0858	0.0429	0.07	(0.6267, 0.2797, 0.0936)
U_3	3	0.000	0.00	(0.6, 0.2, 0.2)
U_4	3.0246	0.012	0.02	(0.5696, 0.3331, 0.0973)

The judgment matrix of secondary indicators is as follows:

$$U_1 = \begin{pmatrix} 1 & 4 & 5 \\ 1/4 & 1 & 3 \\ 1/5 & 1/3 & 1 \end{pmatrix}, U_2 = \begin{pmatrix} 1 & 3 & 5 \\ 1/3 & 1 & 4 \\ 1/5 & 1/4 & 1 \end{pmatrix}$$

$$U_3 = \begin{pmatrix} 1 & 3 & 3 \\ 1/3 & 1 & 1 \\ 1/3 & 1 & 1 \end{pmatrix}, U_4 = \begin{pmatrix} 1 & 2 & 5 \\ 1/2 & 1 & 4 \\ 1/5 & 1/4 & 1 \end{pmatrix}$$

It can be seen from **Table 2** that among the secondary indicators, the consistency ratio CR is all less than 0.1, which has passed the consistency test. The judgment matrix is all consistent with the consistency test. W is the weight represented by various indicators, as shown in **Appendix 2**.

3.3. Setting of Performance Appraisal Standards

First, after full communication between the company top leadership and employees, set criteria to the company staff's key performance appraisal indicators, and then according to the key indicators score of the staff multiplied by the corresponding weight value, get the staff performance appraisal scores e.g., [11]. Secondly, in order to make the evaluation results more objective and fair, statistical evaluation method of staff performance appraisal results is used through the financial, customer, internal process, and learning innovation growth these four aspects of the indicators of performance evaluation of the employees of the perfect education company.

As seen from **Table 3**, the assessment result adopts the percentage system and is divided into four grades for registration.

4. Optimization Path Construction

4.1. Optimize the Path Flow

In order to clarify the key contents of the performance appraisal process and promote the smooth implementation of the performance appraisal work, a flow chart for the implementation and operation of the performance appraisal scheme is formulated, as shown in **Figure 2**.

4.2. Setting of Performance Appraisal Cycle

Whether the setting of the appraisal cycle is reasonable will directly influence whether the effect of performance appraisal can be properly played. Due to the short period of cycle setting, it is easy to make employees eager for quick results and quick profits. They pursue rapid assessment and fast reaching the target

Table 3. Performance assessment grade distribution.

item	Ranked distribution			
Score Y	$Y \geq 80$	$70 \leq Y < 80$	$60 \leq Y < 70$	$Y < 60$
Performance rating	excellent	well	qualified	disqualified

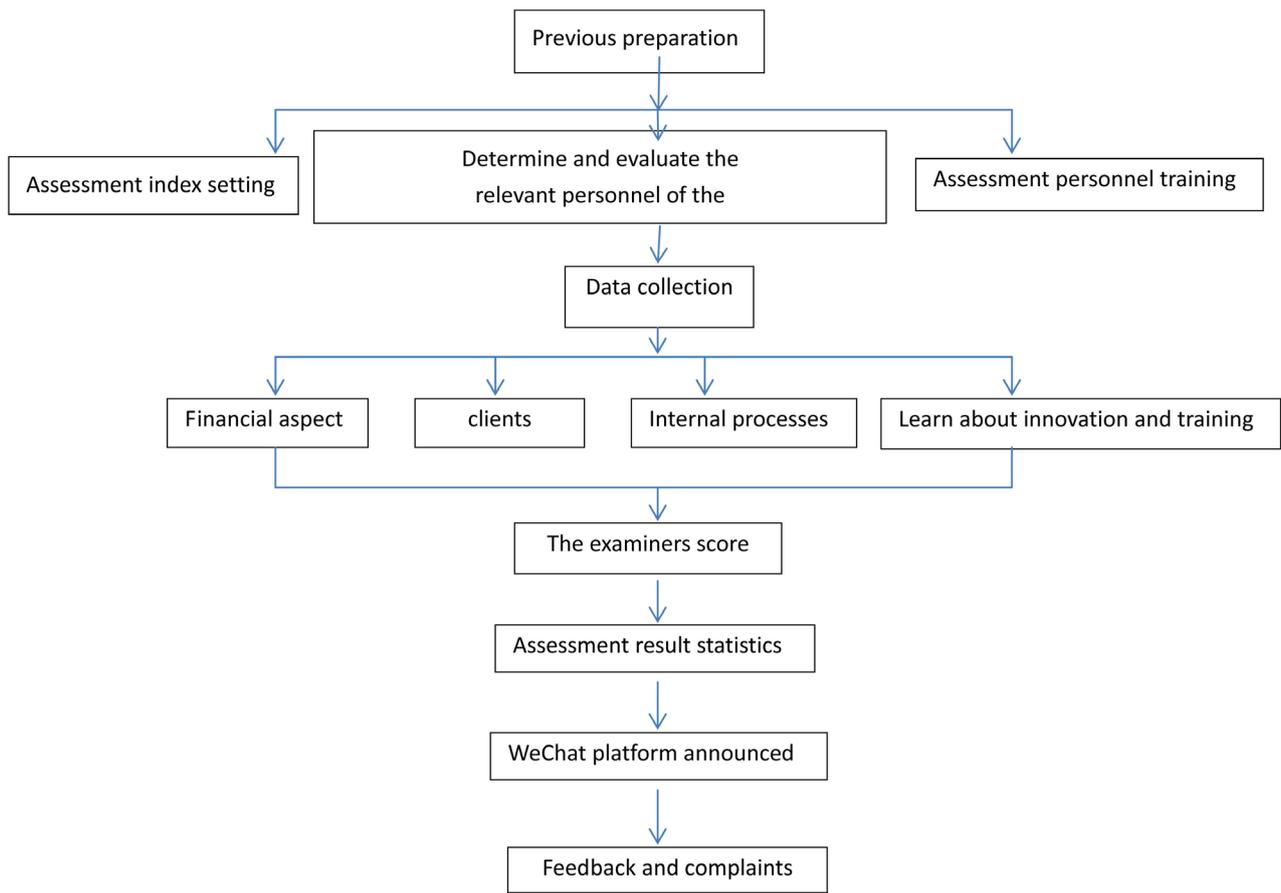


Figure 2. Flow chart of performance appraisal scheme implementation and operation.

[12]. If cycle setting time is long, it is not conducive to timely feedback the advantages and disadvantages of employees, at the same time, because of the feedback is not timely, employee fluky psychology can be increased comprehensively and specifically, and this has violated the performance evaluation's starting point of motivate employees [13]. At present, there is no fixed performance appraisal cycle. From the point of types and their daily work process, inspection for random raid mode and perfect for a private education and training institutions should be set as inspection cycle.

5. Conclusion

Based on the implementation of the company staff performance appraisal process as well as continuously exploration, summarization and gradually perfect of the performance appraisal management method, the perfect education found that at present there are still many deficiencies in terms of performance appraisal of the company [14], still more or less problems existed in the process of implementation. How to further optimize the inspection system, boost the enthusiasm of the employees to work and work efficiency, set up the fair competition between employees, build communication platform, improve the overall level of personnel quality and teaching quality, development will become the premise of the perfect

education. Therefore, this study, based on the performance evaluation related theory knowledge and combined with the actual situation of performance appraisal for the perfect education company at present, mainly uses the performance evaluation method of balanced scorecard and key performance indicators to gradually perfect and optimize the staff performance appraisal of perfect education company, so as to develop practical, scientific and reasonable staff performance appraisal scheme, help the company further develop [15], finally achieve a win-win strategy. In addition, the construction of the performance appraisal optimization path and the formulation and improvement of the performance appraisal optimization plan have a guiding effect on the performance appraisal of the same type of company to a certain extent.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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Appendix

Appendix 1. Staff performance appraisal index system.

Level indicators	weight	The secondary indicators	weight
Financial condition u_1		Acceptance rate u_{11}	
		Enrollment growth rate u_{12}	
		Enrollment cost control rate u_{13}	
Customer satisfaction u_2		Student achievement change u_{21}	
		Students' attendance u_{22}	
		Teaching attitude u_{23}	
Inner management u_3		The teacher attendance u_{31}	
		Job planning u_{32}	
		Coordination and communication skills u_{33}	
Learning innovation and training u_4		Teaching method promotion u_{41}	
		Listening and evaluation scores u_{42}	
		Training record u_{43}	

Appendix 2. Staff performance assessment criteria of teaching department.

Level indicators	weight	The secondary indicators	weight	scale of marks	score		
Customer indicators	48.6%	Parent satisfaction	22.6%	Above 90% of Parent satisfaction	100		
				Above 80% of Parent satisfaction	90		
				Above 70% of Parent satisfaction	80		
				Under 70% of Parent satisfaction	70		
		Student achievement change	67.4%	Teaching attitude	10%	Above 60% of Students improve	100
						Above 50% of Students improve	80
						Above 40% of Students improve	60
						Under 40% of Students improve	50
						excellence	100
						well	80
qualified	70						
bad	50						
Learn about innovation and training	30.4%	Teaching method promotion	28%	generalization	100		
				Non-generalization	60		
		Teacher training results	9%	Listening and evaluation scores	62.7%	90 - 100	100
						80 - 89	80
						60 - 79	60
						Under 60	50
		Listening and evaluation scores	62.7%	Listening and evaluation scores	62.7%	Above 90	100
						80 - 90	80
						60 - 79	60
						Under 60	50

Continued

				Present at duty every day	100
				Absence from school once	75
		Attendance rate	60%	Absence from school twice	50
				Absent above three time	25
				Strong planning	100
				well-planned	80
Inner management	11%	Job planning	20%	unplanned	60
				Planning poorly	50
				stronger	100
		Coordination and communication skills	20%	well	80
				common	60
				poor	50
				Over 60% and above	100
				Over 50% and above	80
		Acceptance rate	57%	on par with admissions	60
				Failed to meet the admission target	50
				Above 200%	100
				Above 100%	80
Financial index	10%	Publicize enrollment growth rate	33%	Above 50%	60
				Under 50%	50
				30% below budget	100
				40% below budget	75
		Market enrollment cost control rate	10%	50% below budget	50
				In line with budget	25