

Research on the Application of Target Management Method in Performance Management of Private Enterprises

Tian Jintao^{1,a}, Ronaldo Juanatas^{1,b}, Jasmin Niguidula^{1,c}, Zhou Wei^{1,d*}

¹School of graduate, Technological University of the Philippines, Manila, 0900, Philippines

^aemail: 70943160@qq.com, ^bemail: wroughnald@gmail.com, ^cemail: jasniguidula@gmail.com

^{*}Corresponding author: ^demail: wxhq@hotmail.com

ABSTRACT

Performance management is the core content of human resource management and is closely related to the operational efficiency of an enterprise. This paper discusses the status quo and problems of performance management in private enterprises, and strives to find and establish performance management improvement suggestions based on management by objectives that are suitable for the actual situation of private enterprises.

Keywords: Target management, private enterprise, performance management

1. INTRODUCTION

The 21st century is an era of technological development, an era in which big data penetrates into all aspects of production and life. With the combination of computer and Internet technologies, the information age is an inevitable trend of social development. The information age means that the factors of production no longer rely solely on manual labor, and the demand for talents is gradually increasing. In this context, from the perspective of private enterprise operation, the talent factor will become an important development factor for private enterprises to have an active development.

In terms of the current management and development of private enterprises, The problems that enterprises need to face are as follows: How to choose performance management methods according to the characteristics of private enterprises; How to formulate a performance management system that meets the needs of enterprises; How to better stimulate the enthusiasm and creativity of employees; How can we enhance employees' confidence in the development of the enterprise; What measures can be taken to improve employees' satisfaction with the enterprise and work efficiency and so on. These problems are worth thinking about by enterprises.

2. LITERATURE REVIEW

The management by objectives method was formed in

the 1850s and was proposed by the famous American management scientist Drucker. Drucker believes that everyone must first find the goal before determining a job [1]. The management by objectives method focuses on coordinated development and achieves the corresponding goals through the relationship of mutual cooperation. Even if the division of labor is clear, it is necessary to maximize the subjective initiative between departments and employees.

The management by objectives method can create an objective and fair working atmosphere for enterprise performance management, stimulate the collective spirit of employees, and enhance employees' sense of responsibility [2]. The application of this method in performance management can fully solve the main problems of waste of resources and slack of personnel due to the continuous expansion of the scale of enterprises.

Therefore, for the management by objectives, "people" is the core link. Employees clarify their career goals and work goals, the company defines its own development goals and adjustment goals, the company adjusts job requirements according to the goals, and employees adjust their knowledge level according to job requirements, and achieve common progress and unity through joint cooperation [3-4]. Figure 1 shows the basic process of performance management.

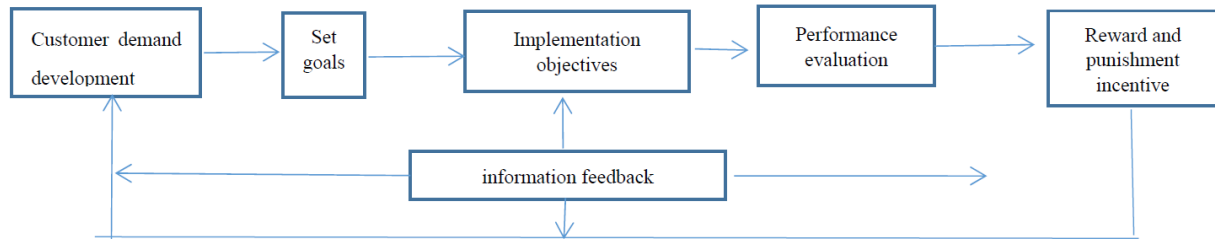


Figure 1 Basic process of performance management

3.METHODOLOGY

3.1 Test sample

Founded in 2008, TY is a private enterprise with a

Table 2 Age distribution of employees

Age	Number of people	Proportion
Under 31	34	59%
31-45 years old	14	24%
Over 45	10	17%

Table 3 Length of service distribution of employees

working years	Number of people	Proportion
Less than 2 years	8	14%
2-5 years	28	48%
5-10 years	20	34%
More than 10 years	2	3%

With the continuous expansion of the scale of TY Company, the demand for the number of employees is

registered capital of 10 million yuan. The business scope covers health, bioengineering technology, food wholesale and retail, etc. At present, the company has 58 employees. See Tables 2 and 3 for the age and length of service of the employees.

also rising. The scatter chart is prepared as follows (See Figure4)

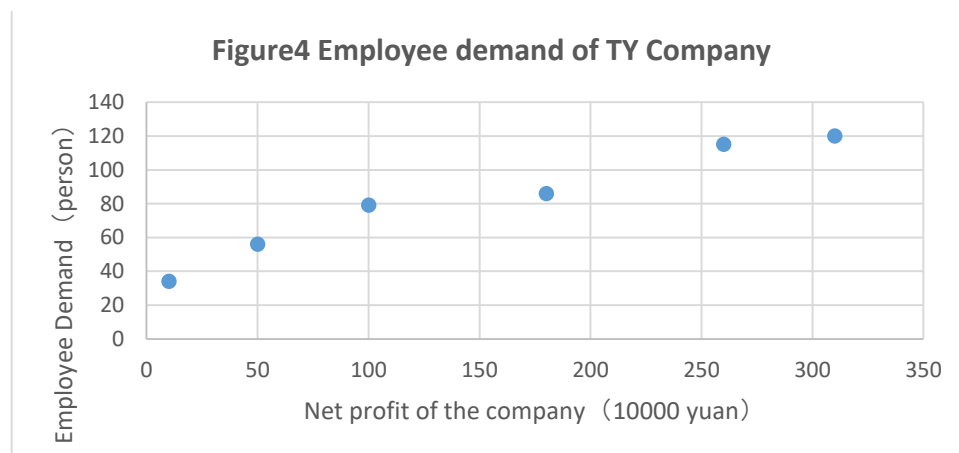


Figure4 Employee demand of TY Company

3.2 Questionnaire investigation

In order to have a deeper understanding of the performance management of private enterprises and the evaluation of performance management by employees,

this paper uses the questionnaire method to analyze accordingly.

A total of 40 questionnaires were distributed, with an effective rate of 100%, including 28 chief employees and 12 department managers and above. Table 5 shows the questions and average scores of the questionnaire.

Table 5 The questions and average scores of the questionnaire

Serial number	Investigation content	Average score of grass-roots employees	Average score of managers
1	Are the performance appraisal indicators consistent with the enterprise's strategic objectives?	2.37	2.49
2	Is the assessment index consistent with your work	1.97	1.99
3	Are the contents and standards of performance appraisal satisfactory?	2.45	3.10
4	Are you satisfied with the current performance appraisal method implemented by the company?	2.77	3.52
5	Is the assessment index consistent with your work	2.57	2.83
6	Is the performance appraisal fair?	1.92	2.14

Through the analysis after the questionnaire survey, the specific data are shown in figure6.

4.RESULTS AND DISCUSSION

4.1 Data display

Figure6 Questionnaire survey results

Serial number	Investigation content	unclear	Not quite	Very inconsistent	More consistent	Very consistent
1	Are the performance appraisal indicators consistent with the enterprise's strategic objectives?	26.46%	0.00%	0.00%	10.48%	20.36%
2	Is the assessment index consistent with your work content?	20.36%	6.11%	0.00%	22.39%	8.14%
3	Are the contents and standards of performance appraisal satisfactory?	26.50%	0.00%	0.00%	10.19%	20.37%
4	Are you satisfied with the current performance appraisal method implemented by the company?	25.45%	18.33%	0.00%	8.16%	5.9%
5	Is the assessment index consistent with	20.36%	6.12%	0.00%	22.38%	8.15%
6	Is the performance appraisal fair?	19.33%	5.9%	0.00%	26.48%	6.10%

The specific data after the questionnaire survey is shown in Figure 5: the indicators of the current performance appraisal system can not highlight the company's strategic objectives, and there is still a lot of room for improvement in the design of the performance appraisal index system; The assessment content is mostly limited to quantitative performance indicators, lacking the investigation of subjective attitude and ability; The overall satisfaction of performance appraisal is low; Employees' participation in the formulation of assessment standards and indicators is not high, and the transparency of performance assessment is low, which affects the fairness of assessment.

4.2 Suggestions for improvement

Enterprises should formulate their own development cycle and objectives according to their own actual situation and development characteristics. The best way is the most suitable for your own enterprise. At the same time, we should also pay attention to communication with employees. Through regular unit meetings, group discussions, personal dialogue and other communication methods, employees can understand the organization's objectives and decision-making methods, and improve their work enthusiasm and sense of responsibility.

Enterprises should clarify the strategic objectives of enterprise development through quantitative means. The management should fully understand its own internal environment and have a basic grasp of the changing external environment. After formulating long-term development goals, the long-term goals can be divided

into different short-term small goals according to the specific functions of different posts. In this way, it can not only reduce the deviation of enterprise goal development, but also help employees find their own positioning and ensure that they can be successful and competent. Figure 7 clearly defines the workflow of hierarchical objectives.

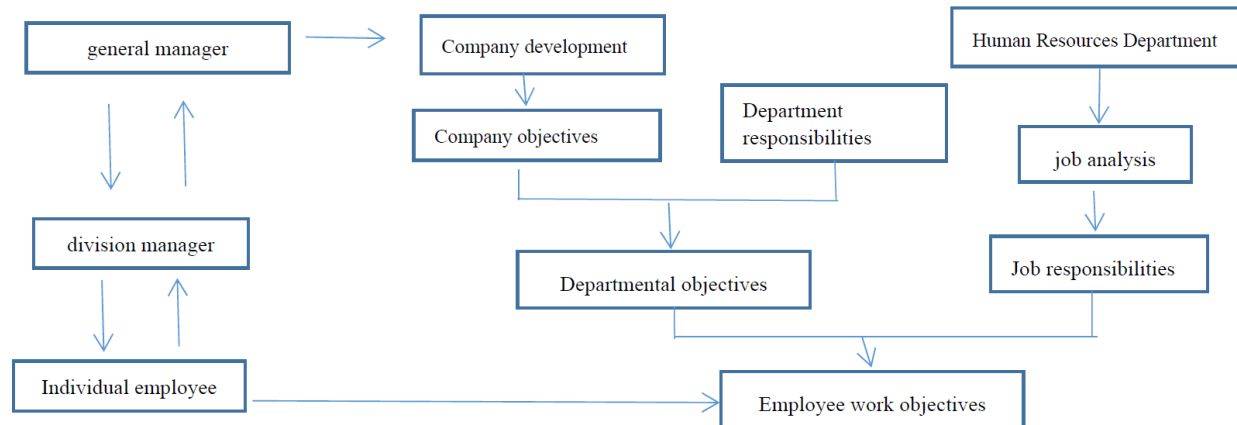


Figure7 The workflow of hierarchical objectives

In order to master the achievement of the company's performance objectives, the method of objective management card can be adopted, as shown in table 8-9. When the company holds objective management seminars regularly, the meeting can help the company understand the completed objectives according to the

contents of objective management card 1 (Table 8). Then, according to the contents of objective management card 2 (Table 9), analyze the unfinished objectives and progress, find out the reasons for the unfinished objectives, and formulate the next work plan.

Table 8 target management card 1

Target Liabe	Implementation plan	Completion time	Person

Table 9 target management card 2

Target	Complete	Cause analysis	Completion plan	person liable

5. CONCLUSION

In the era of coexistence of risks and opportunities, whether private enterprises can judge the situation has become particularly important. For private enterprises, it is particularly important to increase the application and promotion of target management method in private enterprise performance management. Thoroughly understand the performance appraisal and correct the problems in the appraisal at any time, which is of great significance to promote private enterprises to improve performance management, ensure the correct and effective implementation of the overall goal and promote the high-quality development of enterprises.

REFERENCES

- [1] <https://baike.baidu.com/item/%E5%BD%BC%E5%B9%A7%E5%BE%B7%E9%B2%81%E5%85%8B/6906406?fromtitle=%E5%BE%B7%E9%B2%81%E5%85%8B&fromid=263710&fr=aladdin>
- [2] TianDegang, Chen Qianqian. (2020). Application of Management by Objectives in the Performance Management of Furniture Enterprises. Forest Products Industry, 57(09): 91-93
- [3] Li zhiyuan. (2016). On the application of target management in performance management of state-owned enterprises Rural economy and technology,

37 (06): 128-129

- [4] Han bing.(2017).Application of target management method in enterprise economic management. Modern commerce and industry, (16): 103-104
- [5] WangXiaoli.(2019). TheoryandMethod of Enterprise Performance Evaluation. Accounting Learning, (09):180-181
- [6] Pan Runxing. (2018).Application and Countermeasures of Management by Objectives in Enterprises. Modern Economic Information,(09): 21-22