



Research on Performance Management of GFT Company

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Abstract. The research object of this thesis is GFT Company. According to the problems of enterprise performance management and the theories and methods related to enterprise performance management, this study investigates and analyzes the possible problems and difficulties of GFT Company in the performance management of comprehensive demonstration county project promoted by rural e-commerce. At the same time, applying the methods of literature information analysis, case analysis, internal interview analysis, investigation and research, this thesis puts forward targeted solutions. Through the study of the current situation of performance management in GFT Company, it is found that GFT Company needs to improve the concept of management performance management, the participation of grassroots staff in performance management, performance feedback and communication, the company's support for employees, the rationality and fairness of performance evaluation results. Through an in-depth analysis of the enterprise performance resource management assessment index standard setting, the organization and implementation of performance assessment management workflow, performance management feedback, assessment management results and other issues, this thesis puts forward how to formulate reasonable enterprise performance management objectives, improve the communication of enterprise performance management, strengthen the organization and implementation of enterprise performance appraisal management, and perfect the results of enterprise performance appraisal management, and puts forward suggestions on how to optimize the enterprise performance appraisal management of GFT Company.

Keywords: Performance Management · GFT Company

1 Introduction

1.1 Foreign Research on Performance Management

Bates and Holton point out that “project performance management is a multi-dimensional construct with the characteristics of the project itself, and the results will vary depending on the factors measured.” Schneider believes that in the process of researching, developing and organizing the implementation of the performance appraisal control and management system for enterprise project management personnel, managers should pay attention to how to effectively guarantee the functional integrity of the system, including planning, formulation, implementation, supervision and later feedback.

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The concept of management by objectives proposed by Peter Drucker, an American management scientist, has become the widely used performance management system at that time. Too much emphasis is placed on the results of the work as the goal, and too little attention is paid to the work process. It is not suitable for the decomposition and assessment of qualitative indicators. These are the limitations of management by objectives.

If the manager places too much emphasis on the work result as the work goal, the focus on the work process will be neglected. This is not suitable for the decomposition and assessment of qualitative indicators. These are the limitations of management by objectives.

Harvard professor Robert Kaplan proposed the balanced scorecard method in 1992 in order to counter the traditional performance appraisal system's excessive emphasis on relying on financial indicators [1]. In this method, the formulation and execution of internal process, customer evaluation, staff professional development and other non-financial indicators are added, so that the comprehensive and effective assessment content is guaranteed [2]. But at the same time, there are some limitations, there is a weight problem between each index can not be effectively allocated. Bergman made a summary through internal feedback management, external environment management and so on while analyzing the object of assessment, and put forward dynamic evaluation of enterprise performance.

1.2 Domestic Research on Performance Management

In recent years, as domestic enterprises pay more and more attention to performance management, more and more performance management is introduced into practice, which has created suitable soil for domestic scholars to study the performance management of domestic enterprises [3]. However, in general, most of the domestic performance management theories are in the same line with the western performance management theories, only adding the contents of China's national conditions and Chinese culture in some links.

In performance management, most of the researches carried on by Chinese scholars refer to the ideas, methods and experiences of foreign countries. For example:

Luo Wenbiao (2006) made an in-depth study on the application and practice of 360-degree performance appraisal method in domestic companies [4].

Sheng Yuhua and Pan Qin (2000) believe that when non-state-owned enterprises correctly choose various wage systems, they need to consider various internal and external economic factors through comprehensive analysis, and then choose a reasonable and correct wage system [5]. At the same time, skills management salary system and enterprise performance management salary system can also be timely according to the actual work situation of some comprehensive choices.

Dai Liangtie (2000) proposed to set a target value for the management goal of employee performance appraisal [6];

Professor Jin Jian (2000) put forward the basic viewpoint that the comprehensive performance evaluation of an enterprise affects the strong determination of the enterprise to achieve the final goal, the analysis of performance indicators, the standard system that

affects the overall performance level of the enterprise and the enterprise performance evaluation [7].

According to Huang Jianzhong (2003), the results of performance management in the practical application of large enterprises in China are not very ideal, namely the lack of systematic system, failure to attach great importance to the analysis of work, unscientific design of performance assessment index scheme and single assessment method, unreasonable assessment cycle time setting, lack of sound feedback mechanism and emphasis on employees' career [8].

2 Introduction of GFT and Analysis of Current Situation of Performance Management

2.1 GFT Company Profile

Founded in 1998, GFT is a wholly owned subsidiary of a public institution directly under a national ministry. As a domestic IT service enterprise of e-government and e-commerce, GFT has a professional R&D team of independent research and development and technological innovation, and has a number of national key high-tech enterprise certification, national computer information system integration Level Three certification.

2.2 Personnel Structure of GFT Company

GFT currently has 52 employees on the payroll. The specific composition is as follows: (Fig. 1).

1. Staff post distribution

According to the distribution of departments, there are 2 people in the General Affairs Department, accounting for 3.85%. There are 3 people in the Human Resources Department, accounting for 5.77%. There are 3 people in the Financial Department, accounting for 5.77%. There are 2 people in the Party and Mass Work Department, accounting for 3.85%. There are 2 people in the Legal Department accounting for 3.85%. There are 11 people in the market Development Department accounting for 21.15%. There are 7 people in the Network Development and Operation Department accounting for 13.46%. There are 2 people in government and enterprise service Department. There are 2 people in International cooperation Training Department, accounting for 3.85%. There are 2 in business development Research Department, accounting for 3.85%.

Accounting for 3.85%, there are 2 people in Hebei office. Accounting for 3.85%, There is 1 person Shanxi office. Accounting for 1.92%, There is 1 person in Henan office. Accounting for 1.92%, There is 1 person Xinjiang Office. Accounting for 1.92%, there are 1 staff in Inner Mongolia office. There are 10 management staff, accounting for 19.23% (Fig. 2).

According to the distribution of age, there are 15 people were 20–30 years old (excluding 30), accounting for 28.85%. There are 16 people were 30–40 years old

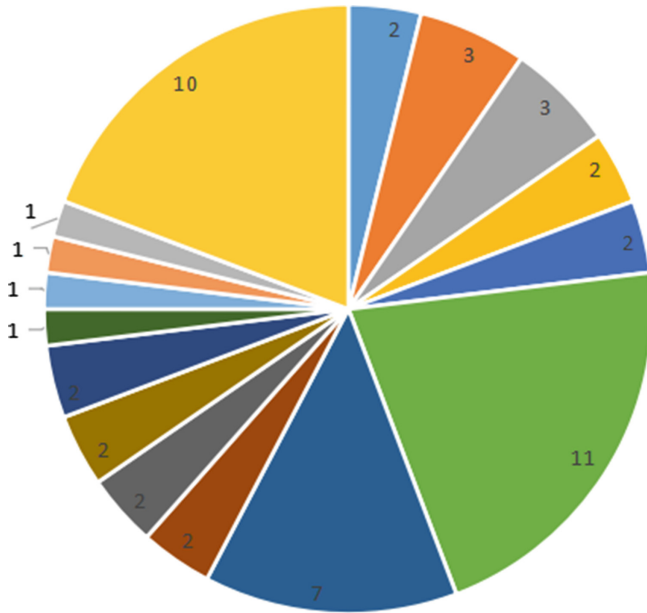


Fig. 1. Employee post distribution diagram

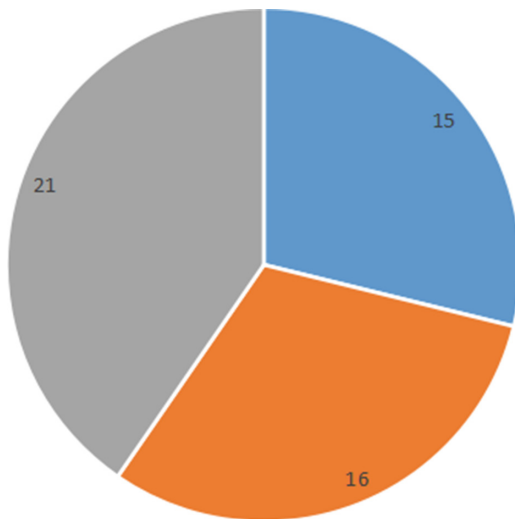


Fig. 2. Age distribution of employees

(excluding 40), accounting for 30.77%, and there are 21 people were 40 years old or above, accounting for 40.38% (Fig. 3).

2. Education level of employees

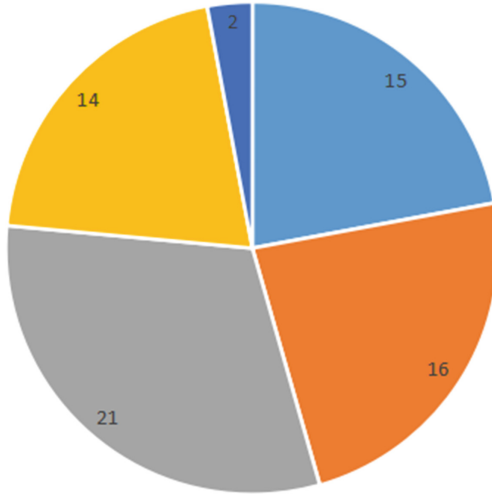


Fig. 3. Education distribution of employees

According to the distribution of educational background, there are 2 technical secondary school students, accounting for 3.85%. There are 3 junior college students, accounting for 5.77%. There are 31 undergraduate students, accounting for 59.62%. There are 14 master students, accounting for 26.92%. There are 2 doctor students, accounting for 3.85% (Fig. 4).

3. Gender ratio of employees

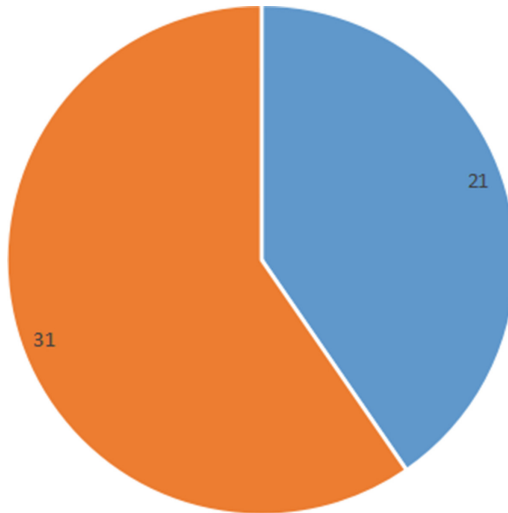


Fig. 4. Gender ratio of employees

According to gender distribution, there were 21 males, accounting for 40.38%, and 31 females, accounting for 59.62%.

As can be seen from the distribution of employees, the number of employees in the market development department, network development and operation department and the management of the company exceeds 53% of the total number of employees in the company. Among them, the management of the company accounts for nearly 20%, indicating that the proportion of management personnel is too high. From the analysis of the company's age organization structure, it can be clearly seen that the age organization structure of GFT Company is not young. There are 21 people aged 40 and above, accounting for 40.38%, which is more than 40% of the total number of people in the company. It can be seen from the educational background that employees with bachelor's and master's degrees are the main force of work, accounting for more than 86% of the total number of employees in the company. The overall educational level is relatively high. As can be seen from the gender distribution, as an information technology company, the gender ratio of the same type of companies in GFT Company is more male, while the gender ratio of GFT Company is not typical, and even the female company is significantly more than the male company, which indicates that the company is different from other companies in the industry.

3 Problems in Performance Management of GFT Company

3.1 Diagnosis and Analysis of Performance Management Problems in GFT Company

3.1.1 Analysis of Internal Interview Data

Through the summary of similar interview content and internal interview data of different interviewees, analysis was carried out one by one:

(1) Does the current performance management of the company need to be changed?

Through the data analysis, it can be seen that 85% of the grass-roots employees and 100% of the middle and senior managers believe that the current performance management work needs to be changed.

As can be seen from the interview results, the whole company believes that the current performance management has problems and needs to be improved.

(2) Are you familiar with the company's overall performance management system?

According to the data analysis, 90% of the grass-roots employees are not familiar with the overall performance management system of the company. The 90% of middle and senior managers are familiar with the company's overall performance management system.

From the interview results, it can be seen that the makers of the performance management system are familiar with the system itself, but the communication and communication are not in place in the implementation, which makes the specific content of the performance management system unfamiliar to the grass-roots employees.

(3) Whether the existing performance management system has achieved the purpose of improving employee performance?

Through the data analysis, it can be seen that 60% of the grass-roots employees think that the purpose of improving employee performance is not achieved. The 100% of middle and senior managers believe that the existing performance management system has achieved the purpose of improving at least part or all employee performance.

It can be seen from the interview results that most grassroots employees hold a negative attitude towards the effectiveness of the existing performance management system, while middle and senior managers believe that the current performance management system is effective and meaningful.

(4) Are performance appraisal and performance management the same thing?

According to the data analysis of the two, 80% of the grass-roots employees think it is the same thing. And 90% of middle and senior managers think it's not the same thing.

From the interview results, it can be clearly seen that, compared with grass-roots employees, middle and senior performance managers have more accurate and in-depth understanding of enterprise performance appraisal and enterprise performance management. Moreover, when grass-roots employees have no significant improvement in personal income, welfare and other personal abilities, they will think that there is no essential difference between the performance management of enterprises and the previous performance appraisal.

(5) What performance do you want to improve through performance management?

Through the data analysis of the two, it can be seen that 55% of the grass-roots employees in the interview want to use performance management as the data support of employee salary and position rise and fall. At the same time, 40% of middle and senior managers most want to use performance management to improve employees' work level and efficiency.

It can be seen from the interview results that the most desired promotion of grass-roots employees is salary and promotion, while middle and senior managers prefer to use performance management to improve the work efficiency and ability of employees, and further improve the human resources level of the company, so that the company has lower costs and higher competitiveness.

4 Optimized the Performance Management of GFT Company

4.1 Optimization Suggestions for Performance Management of GFT Company

4.1.1 Establishing Reasonable Company Performance Targets

Through analyzing the results of the questionnaire and the internal interviews, combination of GFT Company's business objectives and scope of business, as a high-tech enterprise engaged in information business and currently mainly engaged in e-commerce into rural areas, GFT Company needs to continuously improve its profitability, which requires us to start from the needs of customers, understand the needs, and match the value according to the needs. In order to create value continuously, it is necessary to have a high-level performance management team and a well-coordinated project team, which means that the improvement of personnel ability, skills and cohesion is crucial.

For financial profitability, if the GFT Company wants to improve its profitability, it must first achieve a certain net profit margin on sales in each project implementation and subsequent acceptance. At the same time, due to the limited business scope of GFT, part of the business will be outsourced in the project implementation and operation, which will inevitably share part of the profits with partners. So the company has to look at the cost ratio. In addition, the capital occupied by each e-commerce project into rural areas is about 20 million yuan, and the project progress is at least three years. Only in the third year of project acceptance can the company receive the final payment of funds, which increases the cash flow pressure of the company to carry out multiple projects at the same time.

As for business development, firstly, the company should improve its core competencies and customer satisfaction. If an enterprise wants to continuously improve its business competitiveness, the project operation ability of sinking into the market is one of the essential elements. The main measures of operational capability are market share and market influence, that is, the enterprise's ability to control the corresponding market. Secondly, GFT Company wants to require enterprises to obtain good goodwill and visibility, and customer satisfaction will become a very important evaluation index. The degree of customer satisfaction refers to the comparison between the customer's feelings about the products and services obtained and the psychological expectations of other consumers. From this perspective, enterprises need to fully understand the market for products and services. Therefore, the satisfaction degree of consumers served by the company also determines the brand and goodwill of the enterprise.

At the level of internal mechanism, GFT Company needs to improve the assessment system and standardize management. As a subordinate enterprise of a public institution directly under a ministry, GFT is relatively rigid in internal operation management. Although there is a performance appraisal system in the performance management system, the validity of its implementation is not enough. Therefore, GFT should improve its internal operational metrics, as this is necessary to achieve a sound internal performance management system. According to the business scope, industry development and market characteristics of GFT Company, make reasonable and perfect KPI indicators from internal and external aspects.

The level of enterprise and employee growth mainly includes the ability of enterprises to maintain sustainable development, including information ability, human ability,

incentive, authorization and cooperation and other organizational capabilities. In addition, the GET company should also pay attention to employees' working attitude, daily performance, execution and other aspects. Therefore, internal communication, skills training and career planning are all essential.

5 Conclusion

Based on the theories closely related to performance management, this thesis studies some possible problems in the GFT's performance management by means of internal interviews and questionnaires. At the same time, it also improved the company's existing enterprise performance management system, and puts forward suggestions for improvement and optimization to GFT Company's enterprise performance management solutions. The main research conclusions are as follows:

1. Through the analysis of the current situation of performance management in GFT Company, it can be seen that despite the strong background of a ministry and strong financial conditions, the performance management system of GFT Company is always unchanged, resulting in low enthusiasm of employees and stable performance.
2. Through the study of the current situation of performance management in GFT Company, it is found that GFT Company needs to improve the concept of management performance management, participation of grassroots employees in performance management, performance feedback and communication, the company's support for employees, rationality and fairness of performance evaluation results, etc.
3. The state-owned nature of GFT is a double-edged sword, so it is necessary to make good use of its advantages while abandoning its disadvantages. Only by improving the management level of GFT Company can it develop better. In this thesis, the relevant theories of performance management are applied, and the performance management system of GFT Company is optimized according to the actual situation of GFT Company. The feasibility of the optimization scheme needs to be further verified in the future business operation, and the development of GFT Company can be better supported through continuous improvement.

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