



Research on Enterprise Performance Appraisal from the Perspective of New Quality Productivity

Xinxin Guo* and Jie Liu

Xi'an Gangyan Special Alloy CO., LTD., Xi'an, Shaanxi, 710000, China

*guo3829895@qq.com

Abstract. The concept of new quality productivity, which is different from traditional productivity, is a leap in the optimal combination of laborers, means of labor, objects of labor, and their combination. Starting from the three-dimensional structure of "empowerment-negative energy-enabling", this article studies the three major components of new quality productivity: laborers, means of labor, and objects of labor; analyzes the real-world challenges faced in assessing the performance of companies at the conceptual, practical and organizational levels; and points an optimization path for enterprise performance appraisal from the perspective of new quality productivity, aiming to provide a new perspective for enterprise performance appraisal research.

Keywords: New quality productivity, performance appraisal, enterprise management, innovation.

1 Introduction

On september 7, 2023, General Secretary first mentioned "new-quality productive forces" when he chaired a symposium on promoting the comprehensive revitalization of Northeast China in the new era in Harbin, Heilongjiang Province. New-quality productive forces represent an innovation and evolution of Marxist productive forces theory, embodying deep theoretical ideas and rich practical experience of the Party in leading and promoting the development of economy and society. As an advanced productive force dominated by innovation, new-quality productive forces are becoming an intrinsic driving force for high-quality enterprise development. Performance appraisal, as an important component of human resource management, is a pivotal link in promoting high-quality development of enterprise. This study constructs a three-dimensional structure of "empowerment—negative empowerment—enabling," linking new-quality productive forces with the key topic of enterprise performance appraisal, probing the linkage effects that the development of new-quality productive forces can generate, thus providing a fresh viewpoint for deep understanding and grasp of enterprise performance appraisal.

2 Empowerment: The Three Components of New-Quality Productive Forces

As a core concept of Marxist political economy, productivity is the ability of laborers, in combination with the means of production, to transform and influence nature to meet needs[1]. The basic components of productivity are laborers, means of production, and objects of labor. The basic connotation of new-quality productivity is the leap forward in laborers, means of production, objects of labor, and their optimal combination[2]. New-quality productivity is an innovative development in view of Marxist productivity theory, becoming an important milestone in the Sinicization and modernization of Marxist productivity theory[3].

2.1 “High-Quality” Laborers

Compared to the traditional role of mechanical parts, the quantity of highly educated and skilled workers has increased significantly under the perspective of new-quality productivity. The rapid enhancement in the digitalization and intelligence of production equipment requires enterprises to get rid of conventional repetitive working mode and instead improve the quality of their workforce, heighten their technical abilities, and increase their innovative literacy[4]. Technological development has brought tremendous innovation to workers in learning knowledge, acquiring information, forming ways of thinking, and grasping technical abilities. Innovation is the "primary resource" of new-quality productivity, enhancing workers' cultural and professional quality. New-quality workers, represented by top R&D talents and production process personnel, can flexibly apply advanced techniques, skillfully master means of production, and improve the economic efficiency of enterprises per unit of time.

2.2 "New Media" Labor Materials

The means of labor are not only "all material materials used by people to change and influence the objects of labor", but also serve as intermediaries to assist workers in transmitting their power to the objects of labor to achieve the externalization of creativity[5]. The technological content of labor materials is the key difference between new and traditional labor materials, and the innovation driven development of labor materials is the core link for improving the level of new quality productivity development in enterprises. Technological innovation has promoted the improvement and upgrading of traditional labor materials, reshaping their composition, structure, existence, and operation modes, and promoting their transformation into "new media" labor materials that are automated, informationized, digitized, intelligent, and green. In terms of fixed assets, introducing advanced machinery and equipment, management tools, etc. can effectively improve production efficiency; In terms of intangible assets, increasing investment in research and development costs and providing incentives for patents, papers, software copyrights, etc. can effectively increase the number of intangible assets. The investment in new intelligence will unleash unlimited poten-

tial in the future, playing a role in improving the level of independent innovation of enterprises and achieving high-quality development Key Role.

2.3 "New Material" Labor Objects

From the perspective of new quality productivity, the objects of labor are specifically manifested in the improvement of corporate economic performance and the realization of non-financial performance driven by innovation. On the one hand, enterprises use cutting-edge technologies to promote the optimal allocation of internal factors and effectively improve economic efficiency; on the other hand, enterprises promote high-quality development through environmental, social and governance (ESG), that is, by innovating green technologies, practicing social responsibility, and improving corporate governance structure, enterprises fully consider the rights and interests of stakeholders in corporate management, and achieve high-quality and sustainable development.

3 Negative Energy: The Real Dilemma Faced by Enterprise Performance Appraisal

3.1 Conceptual Level: Lack of an Advanced Performance Appraisal Culture

First, performance appraisal is a battle of wits with human instincts, a check and balance between the interests of employees and managers, and between managers and owners (shareholders), and a key point for improving management capabilities and promoting the development of new quality productivity in enterprises. However, in enterprises with a low degree of marketization, managers and employees are in a comfortable environment for a long time and find it difficult to accept performance appraisal as a management tool.

Second, enterprises have misconceptions about performance appraisal. Many enterprise managers have a common misconception that performance appraisal and salary distribution are the same thing, that appraisal is just about deducting money, or that performance appraisal is a means of salary management. In fact, performance management theory believes that the ultimate value of performance appraisal is to solidify personnel responsibility, and based on the principle of equal responsibility, rights and interests, effectively decompose the enterprise's strategic goals and business plans to the corresponding personnel, so that everyone shares the heavy burden and everyone has targets on their shoulders. Performance appraisal can achieve mutual progress for both enterprises and individuals. Salary distribution is only one of many means of performance appraisal; good performance appraisal results may lead to salary increases, while poor results may lead to salary decreases.

Third, companies lack necessary dissemination of performance appraisal systems. Most companies lack sufficient dissemination of their systems, leading managers to believe that performance appraisal is solely the responsibility of the human resources department, and employees to mistakenly believe that performance appraisal is mere-

ly a means to find fault, create problems, and put pressure on employees when the company is not performing well. With this misconception, employee participation in performance appraisal is significantly insufficient, and there is considerable resistance to its implementation.

3.2 Implementation Level: Lack of Scientific Performance Appraisal Methods

Firstly, the subjectivity of performance evaluation is too strong. Some companies rely on cadre performance evaluations or 360 degree evaluation methods to conduct performance assessments, and the assessment results are mainly based on manual scoring. Some companies, due to the monthly cycle of employee performance assessments, have a high frequency of assessments and heavy workload, resulting in performance assessments becoming a formality, and the final results are determined by the scores of managers at all levels. In addition, although some companies have established performance evaluation indicators, the evaluation indicators of sales, production and other business departments can be quantified and reflected, while the evaluation indicators of functional departments or project management are unclear (such as completing tasks within the time required by supervisors), and the information sources lack objective supporting materials (such as work records).

Second, the performance appraisal process is incomplete. Some companies have incomplete performance appraisal processes. Performance appraisal indicators are not distributed to employees at the beginning of the period, employees are not involved in the scoring process, and the final appraisal results are not made public or lack a communication mechanism, resulting in information asymmetry among employees and hindering management and work improvement. When employees who fail to meet performance appraisal standards are asked why, many answer that it's due to "insufficient emotional management skills at work," "poor interpersonal relationships," or "lack of composure in the face of work," creating a flawed personnel selection model.

Third, insufficient IT infrastructure. Some companies have lagged behind in IT infrastructure development, resulting in low efficiency in performance appraisal. In traditional performance management, data collection and analysis are cumbersome and inefficient, relying excessively on manual entry and statistics. Data updates are not timely, affecting the timeliness and accuracy of appraisal results and slowing down management decision-making.

Fourth, lack of an appeal mechanism. Faced with unfair appraisal results, employees have no channels for appeal, and their opinions cannot be fairly and impartially reviewed and processed. Over time, this can easily lead to a "one-man show" mentality among managers, damaging the internal trust system and preventing employees from receiving the corresponding respect and protection.

3.3 Organizational Level: Performance Appraisal and Organizational Management Disconnected

In some companies, performance appraisal is disconnected from organizational management. Appraisal is done for the sake of appraisal, becoming a mere formality, and reducing performance management to a transactional task. Some companies fail to consider their strategic goals when setting performance appraisal targets, resulting in a disconnect between performance appraisal targets and strategic goals. Performance appraisal work and company strategy are separate entities, and managers' goals and employees' goals are not an organic whole, preventing employees from contributing to the achievement of strategic goals.

4 Enabling: Optimization Path of Enterprise Performance Appraisal from the Perspective of New Productivity

4.1 Strengthening Corporate Culture Construction and Cultivating "High-Quality" Workers

First, build corporate culture to enhance employees' sense of belonging to the company. Corporate culture is the company's values and business practices, its intrinsic soft power, and an implicit force for enhancing its development capabilities. Building an active corporate culture and increasing employees' identification with it not only stimulates them but also makes performance evaluation easier.

Secondly, establish a culture of performance appraisal and change employees' prejudices about performance evaluation. By carrying out an efficiency linkage mechanism, the income of each employee is directly linked to their performance evaluation results, truly achieving "excellent performance appraisal leads to salary increase, poor performance appraisal results in salary decrease", and effectively reflecting that salary is "earned" It came out, not through 'struggle'. By setting objectives of performance, we aim to achieve a culture of performance evaluation where salaries can be increased or decreased.

Thirdly, increase the promotion of the system and create a good cultural atmosphere. On the one hand, enterprises can use WeChat public platform and office automation to the system (Office Automation, OA) is disseminated through different ways, including the official website, notices, and announcements, to strengthen employees' understanding of performance appraisal. On the other hand, in conjunction with corporate training, the system is disseminated through specialized training, cross-departmental meetings, and other methods to enhance a positive corporate culture.

4.2 Improving Performance Appraisal Methods and Leading in "New Media" Labor Materials

First, innovating management models and building a performance appraisal model that is "quantitative as the main approach and qualitative as a supplement." Differen-

tiated appraisal cycles are set for different levels of personnel. For example, for senior management, the focus is on the achievement of strategic planning and annual business plan goals. Tenure-based and contractual management can be implemented, with annual and term-based assessment cycles set, and senior management terms generally aligning with the board's term. For middle management and employees, the focus is on the arrangement and implementation of the annual business plan, with quarterly and annual performance appraisals to decompose the goals and achieve them. For functional department personnel, clear work completion indicators should be set, using objective results as supporting documentation. For project management departments, innovative tools (such as gantt charts) should be introduced to clarify project completion milestones and the persons who are responsible, making project progress clear and documenting the numerous unfinished tasks such as "liaison" and "communication" before the project phase nodes come out.

Second, optimizing the process of performance appraisal and improving the communication mechanism of performance appraisal. At the beginning of the assessment period, managers distribute objective and clear assessment indicators to employees, ensuring they understand the specific requirements for their positions. During the scoring process, employees are involved, thus they will understand how scores for each indicator are generated. At the end of the assessment period, performance assessment results are made public, and managers replay performance reviews with employees, affirming achievements, pointing out shortcomings, and making suggestions for improvement. This breaks down barriers in performance management, creating a closed-loop process for performance assessment and effectively leveraging its guiding role.

Third, innovate process management tools to promote the digital transformation of performance management. With the rapid development of science and technology, digital capabilities and information technology levels become an effective tool for enhancing management efficiency. Enterprises can introduce advanced performance management information systems to get rid of the current situation of paper documents, scattered information sources, information delays and decision lags, and integrate OA, Enterprise Resource Planning (ERP) and Manufacturing Execution System.

Data resources from systems (such as Manufacturing Execution System) enable managers to understand operational data in real time, quickly evaluate various tasks, make management decisions, improve the digitalization of performance evaluation, decrease human intervention, and thus achieve high-quality development of enterprises.

Fourth, ensure smooth appeal channels and establish a pellucid the mechanism for appealing. Appeals are an indispensable part of performance assessment. Enterprises should work with labor unions, internal control and compliance departments, and discipline inspection departments to ensure smooth appeal channels and standardized appeal procedures. This will improve the impartiality and diaphaneity of performance assessment, ensure that employees are treated fairly, and increase employee satisfaction and participation.

4.3 Building a "Comprehensive Performance Management" System to Promote the Development of "New Material" Labor Objects

In modern enterprise management, performance assessment is not only a key link in human resource management but also a key tool for enterprise management, and a measure of enterprise strategic management, organizational design, process control, and information technology.

(Information Technology, IT) System Performance Appraisal[3] is a scaleplate to measure the efficient of system. Simultaneously, performance appraisal is the foundation for developing human resource plans, employee recruitment, talent inventory, and compensation system design, and is also an important basis for corporate strategy execution, process optimization, and budget preparation. Promoting the performance appraisal concept to all aspects of corporate management and building a compositive system of performance management is an inevitable trend. The core of the "comprehensive performance management" system is organizational innovation; therefore, innovation-driven development should be blended in organizational development and the achievement of strategic goals. Through innovation in business logic and regulation, the organization can achieve leapfrog development, promote exponential growth in economic beneficial results, and drive high-quality corporate development. Furthermore, enterprises should combine material incentives with spiritual incentives to build a diversified incentive mechanism. Regarding material incentives, the compensation system should be reformed, adhering to the tenet of distribution according to work, and then employee performance appraisal results are proportional to compensation. Regarding spiritual incentives, a scientific career development path should be established, clearly defining job titles, qualifications, and promotion mechanisms for different tracks, breaking down ramparts between different tracks, allowing employees to see both "money" and "career prospects," fully stimulating employee enthusiasm, and improving the efficiency of performance appraisal.

5 Conclusion

This article started from the three-dimensional structure of "empowerment-negative energy-enabling" and studied three major components (the workers, labor materials, and labor in the new quality productivity). It analyzed the practical challenges faced by enterprise performance appraisal at the conceptual level, execution level, and organizational level. Then it proposed an optimization path for enterprise performance appraisal from the perspective of new quality productivity:

First of all, strengthen corporate culture construction and cultivate "High-Quality" workers.

Second, improvement performance appraisal methods and lead in "New Media" labor materials.

Finally, Build a "Comprehensive Performance Management" System to promote the development of "New Material" Labor Objects.

References

1. Hu Lei. The theoretical logic and innovative implications of 's important exposition on new quality productivity[J]. *Ideological and Theoretical Front*, 2025(2):101-109.
2. Xinhua News Agency. emphasized the need to accelerate the development of new quality productivity and solidly promote high-quality development at the 11th collective study of the Political Bureau of the CPC Central Committee[J]. *Branch Construction*, 2024(8):4-5.
3. Shi Jianxun, Xu Ling. Research on the major strategic significance and realization path of accelerating the formation of new quality productivity[J]. *Research on Financial and Economic Issues*, 2024(1):3-12.
4. Fei Fan, Ding Siyuan, Yu Hua. Research on the construction and development trend of the new quality productivity indicator system of Chinese manufacturing enterprises[J]. *National Circulation Economy*, 2025(9):64-68.
5. Pu Qingping, Xiang Wang. The connotation, characteristics, internal logic and realization path of new quality productivity: new driving force for promoting Chinese-style modernization [J]. *Journal of Xinjiang Normal University (Philosophy and Social Sciences Edition)*, 2024(1):77-85.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

