

Research on Performance Evaluation Methodology in Human Resource

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Keywords: Human resource, Performance evaluation, Green management.

Abstract. In the final analysis, the competition between enterprises is the competition of the human resources. Human resource is the decisive element of the enterprises to achieve business objectives and an important force in the social economic development and human progress. Scientific and reasonable performance appraisal systems are an important basis for the human resources department to make the human resources policy and decision. It is to strengthen the cohesion of enterprise, set up the team consciousness and improve the staff achievements continuously. And it is a very important mechanism to control the enterprise to in the process of achieving its strategic objectives. Based on the basic theory of performance appraisal method system and combining the theory and method of human resource management, carries on the design to the company's performance appraisal system and make the appropriate evaluation and summary according to the investigation and Analysis on the current situation of performance appraisal in Dongguang Company.

Introduction

With the rapid progress of our society, the era of knowledge economy is coming whether or not you have to adapt to it. People are gradually awake that human resource is the most valuable resource of the enterprise and that talent is the key factor in enterprise development. However, the consciousness of working with low enthusiasm is increasingly strong. This contradiction makes theory to explore and studies of human behavior to find out methods to improve performance positively.

Performance refers to the unity of performance and efficiency. Job performance refers to the number and quality of the results of employees in a certain period of time to work; the benefits of the work are economic benefits and social benefits brought by the employees's work. The narrow sense of the performance evaluation refers to the assessment and evaluation for the regular job performance of workers; generalized performance evaluation includes not only the performance evaluation, but also the performance of labor ability, work attitude assessment and evaluation.

Implementation of Performance Evaluation Program

To ensure the successful implementation of performance appraisal, first thing is to work out reasonable performance standards, because performance standards are the basis and prerequisite for the implementation of performance evaluation. Performance standards should develop on the basis of job analysis. The contents of the standards must be clear, specific, measurable, and can obtain accepts of most workers in the organization. The implementation of the performance appraisal needs some evaluation method of accurate. At present, there are a variety of evaluation methods; different organizations should choose an appropriate evaluation method according to the characteristic of oneself. Methods commonly used are comparative method, critical incident method, chart evaluation method and target management evaluation. Performance evaluation must be made by special personnel to complete. Suitable candidates should be chosen before carrying out the evaluation. Managers should conduct training for them so that they have the ability to do the evaluation task. They should consider the following several evaluation methods: Management staff appraisal, employee evaluation, customer evaluation, colleague appraisal, subordinate appraisal etc. Rater training needs theory and practice to

ensure that evaluation can fully grasp the evaluation tool, eliminate personal bias and make the evaluation objective, reasonable, fairness and justice. And then the reviewers can use the given method of evaluation to make an assessment of the employee according to the evaluation standard. The organization and implementation of evaluation usually need the coordination of a personnel department and the cooperation of various departments. The evaluation results should be feedback to staff after the completion of the evaluation so that it can help staffs find problems, improve performance and promote communication to develop them. A summary should be carried out after a cycle of performance evaluation. Depending on the analysis of the problems found in the evaluation implementation process, we can take corrective measures in order to improve the performance evaluation work continuously and help it to enter a virtuous cycle track.

Role of Performance Evaluation and Principal Performance Evaluation

Objective, impartial, scientific performance appraisal has very significant implications for an organization. Performance evaluation allows managers to understand and master the members of the organization and their work. It also serves to the effective management of human resources and development. Worker instant information it developed is generally the basis of human resources management activities as personnel decisions, career management, compensation, training and dismissal. Meanwhile, the results of the performance evaluation are often linked with staff remuneration, promotion, etc, thus directly affect employees' work attitudes and ways of working and play an important role in improving staff motivation and productivity of employees.

However, there must be a set of principles to implement scientific and rational performance evaluation; otherwise it is very difficult to play its due role. The principle of a comprehensive performance evaluation should be evenhanded, fair, open, acknowledged, systematic and normative.

Implementation and Use of Performance Appraisal

Performance appraisal is a content of recurrent human resource management, and it works in close cooperation with other human resource management jobs [1]. If you do not have a job analysis of the human resources information management, performance appraisal work may become passive water; and if the results of the performance evaluation is not on staff deployment, conducting salary structure, discipline, training activities or other important supporting items, then the existence of performance appraisal will lose the value[2]. Implementation of the performance appraisal system should include the following: Determining the evaluation criteria, selecting the evaluator and training him, using appropriate evaluation methods to implement performance evaluation, feed-backing the results of the evaluation of the organization's internal staff, further evaluation of the results applying to other aspects of human resources management and evaluating the problems found in the performance appraisal system for corrective actions to make further improvement.

Develop Evaluation Criteria

Scientific performance evaluation criteria are essential for the smooth implementation of the performance appraisal. And it is also the most challenging performance appraisal system as a whole to grasp a working premise [3]. Performance evaluation standards are usually developed by responsibilities. The content of standards must be clear and specific, not too high or too low; it should be both closely related to the work and be able to influence and control of staff; it must can be observed and recognized by the vast majority of employees throughout the organization. It is better for managers to control staff to discuss the job description to improve reasonable performance standards. Such standards cannot only be reasonably practicable, but also give more incentives, because of the staff involved in the standards development process [4]. Evaluation criteria include quantity standards, quality standards, time standards, skill standards, attitude standards, efficiency standards, worker characteristics standards and so on.

Job analysis is the foundation for the development of performance standards. It is information collection and analysis by a specified method, and then it specifies the responsibilities of the job and the qualifications of the provisions. Job analysis provides the basic information necessity for the evaluation standards. Numerous factors should be taken into account when developing performance standards, such

as the type of standards and principles of the standard [5]. Considering the standard type refers to consider separate standards for different development methods; considering the principle of the development of standards refers that standards should be clear and specific. The level of standards should be moderate, related to work and can be observed, recognized by employee. Performance standards should be discussed in a working group. This group should include at least the incumbents and their supervisors, and a professional advisory body if necessary. The benefits of collective upgrading are that it can gather everyone's wisdom and avoid it being not comprehensive, clear or specific. Finally, performance evaluation criteria formulated by the group should go through a trial in order to ensure that the content has no principled standard error. After the trial was revised again, the standards can be made available for use [6].

Selection and Training of Evaluators

After all, the implementation of performance appraisal relies on people. The results of the effect of evaluation depend on the quality of people and their attitudes; especially not the same understanding of those evaluation criteria and evaluation methods is more likely to result in different evaluation results. Therefore, you must choose a good evaluator and give the obligatory training, so that the whole evaluation work can be carried out by the organization in a predetermined direction [7].

Generally speaking, performance evaluation can be carried out by any person who understands staff performance. Nevertheless, it is more appropriate to be carried out by the direct supervisor, the employees themselves, the same level personnel, subordinate employees, customers and external experts. Traditionally, subordinates assessed by direct officers generally, the advantage is that the immediate supervisor can grasp the fundamental and critical appraisal easily because they are more familiar with the work of subordinates; and it fits the assessment of the relationship between superiors and subordinates. Of course, whether this evaluation is true, objective and fair depends entirely on whether executives really understand the work of subordinates without subjective bias. Staff evaluation on their own, can help increase the participation of workers and self-awareness and improved summary, but it usually tends to self-tolerance. Peer assessment by a staff person for the evaluation has its unique advantages: equivalent staff contracts more between each other, so they can gain more information even some which cannot be observed by executive officers. However, competition between colleagues may cause evaluation bias [8]. Peer employee evaluation is very useful for developing plans of staff, but is not appropriate for human resource management decisions. Subordinates understand leadership skills and communication skills of their superiors thoroughly, so the lower evaluation is more targeted. However, this often causes high evaluation results, because of fear of higher retaliation. To avoid this, you should try to make the evaluation superiors be unaware of specific evaluation information. Customers' evaluations tend to be more authoritative for the departments and personnel direct contact with the customer in an organization. And for service organizations, satisfaction of customers is an essential condition for its survive and development. The evaluation results are often objective and impartial thanks to high levels of external professional staff and disinterested evaluation among them. Nonetheless, the way to spend more and external professionals may know little about the organization. In addition, you can also use a multidisciplinary staff common evaluation approach, that is to say, considering the evaluation results of staff themselves, bosses, subordinates, colleagues and external parties (consumers, external experts. And then you can get a more comprehensive conclusion [9].

Organization and Implementation of Performance Appraisal

The evaluation cycle should be not too long or too short. If it is too long, the evaluation results may lag and cannot achieve its proper role in the evaluation; a short cycle will inevitably result in increased workload and waste of resources, and even affect their daily work. Determining evaluation needs to consider the nature and purpose of the evaluation cycle. For example, in bonuses appraisal condition, it is appropriate to evaluate once a month if the bonus is paid monthly; if the bonuses are quarterly payment, then we should evaluate once every quarter. The evaluation period for the operator should be short, while the appraisal cycle for managerial or technical development personnel should be long because their work takes a long time to show. In short, evaluation cycle can be carried out on a monthly basis, or by the quarter, six months, one year etc. And it be selected and acted in line with the actual work. The

organization and implementation of performance evaluation should be carried out according to the requirements of the system [10]. Usually, it defines by the personnel department and coordinates the work of the entire evaluation. Departments should be required to complete the applicable evaluation work. If the period is based on a one-time evaluation, the evaluation should be completed before the deadline; if you need to keep track of the evaluation in the evaluation cycle, the evaluation should be collected, carried out and turned over to the personnel department before the deadline. Period of time to carry out performance appraisal system should be prescribed. And exact implementation date should be unified. Each department must be built on the evaluation criteria. Performance information form must be accurate, truthful and complete. Personnel department for evaluation of various departments should summarize information.

Corrective and Improvement after the Performance Appraisal

Nobody is perfect. Such problems inevitably occur in the implementation process of performance evaluation work. The proper attitude is to face the existence of the problem. By analyzing the problem, correcting deficiencies and continuous improvement, the performance appraisal system can go to a virtuous cycle of continuous improvement.

Performance standards are complex and difficult to formulate. So problems often occur, and mainly for the performance criteria fuzzy uncertainty. This makes the evaluation of the performance of the evaluator is sometimes difficult to grasp; and it is likely to cause unfair evaluation [11]. High level of performance standards makes that of most staff is too low so that his enthusiasm for work of overall staff; on the contrary, this will not achieve the promotion of improving performance of staff.

Personal and cultural differences, different values, and even prejudices, may have resulted in the deviation of the evaluation results. Specifically, evaluators are prone to appear egalitarian tendencies. Evaluators are in favor of mediocre and strike excellent staff because they do not wish to offend people. Personal biases will cause distortions evaluation results. Evaluation scores for those requirements were too stringent are relatively low. Evaluation scores by those requirements were too broad are relatively high. The “Halo Effect” is that evaluators give high marks for employees who have outstanding achievement in a particular area, while give low marks for employees who have certain aspects of the unresolved problems. Effects of recent events is that evaluators rate unreasonable and not comprehensive because they have deeper impression on the recent events; contrast Effect is that evaluators are easy to commit historical errors and contrast staff because they are not strict of evaluation criteria; predilection for this sector is that some executives find ways to improve the department's staff ratings because fearing the overall level of this sector lower than other sectors.

Case of Toko Company Implemented Performance Appraisal Analysis

Toko is a private company who mainly engaged in the production and sale of medical equipment. Clients are all levels of medical institutions and State Family Planning Commission and other government agencies. The company's investors are general manager Li Xing. Registered capital is 500000. The company's products include therapeutic ultrasound diagnostic equipment [12]. The main electronic components are products from abroad; and other accessories manufacturers are in the domestic order. And they can be assembled, installed and sell. After several years of development, the company has a certain Toko-based market. Sales increased year by year; and the number of companies improved from 20 people to 150. It has a good market prospect.

Monthly Performance Evaluation

The staff is divided into four categories for personnel evaluation according to staff positions and the different nature of the work: (senior management), B (department head), C (department head), D (department sponsored). Evaluation includes comprehensive quality and work performance. The setting of evaluation indicators is also changed according to the different categories of staff. For staff of an and B class, we focus on the evaluation of their comprehensive management capabilities; for staff of C and D class, we focus on the evaluation of the ability to work. Employee evaluation is carried on monthly by the Human Resources organization.

The assessment process is: employee self-assessment-- superiors' evaluation-- HR Review. The basis of staff salaries and bonuses is evaluation results and sector performance assessment results.

Annual Staff Evaluation

Tokyo annual personnel evaluation of employees is relatively simple. Staff of Class A and B class writes staff debriefings which describe work achievements, the work of the department to improve and enhance, subordinate culture conditions, improvement in the management, new measures and so on. Staff of class C and D class should complete personal work summary which including specific work completed, the achievements and shortcomings. Debriefings or personal summary of the work should be submitted to the direct leadership. Direct leadership writes staff's personal comment according to subordinates work performance and work attitude; and then submits to the HR record as the basis for annual selection of advanced personal and payment of annual bonuses.

Clearer Positioning Evaluation

We should use institutional and recurrent evaluation to give an objective and impartial evaluation of various departments and all employees in the new evaluation system, carry out the pay, training, incentives, job adjustments, staff development and other personnel decisions based on the evaluation results and achieve the purpose of ultimately improving work performance through evaluation. We should make those things clear: the job responsibilities and target decomposition, duties should be performed, the importance of the tasks, performance measurement and possible problems and solutions. A clear target can guide employee behavior to be healthy and continuously improve the overall performance of the company.

Summary

This article analyzes the status of the performance appraisal of Toko Company and makes suggestions for improvement by describing the basic theory of the performance appraisal process and its implementation. We introduce green performance management theory and initially propose measures on how to implement green performance management of Toko Company. Over viewing of the current situation of the world economy, there are many problems about population, environment and resources. It is necessary to implement a comprehensive, coordinated and sustainable scientific development concept. Large-scale development of green performance management theory is a tendency. Conducting performance evaluation can be objectively, fairly and accurately determines the actual operating level of the enterprise, evaluate business results and the contribution of the operators, promote enterprises to improve management and improve the overall efficiency of enterprises. It is a powerful tool to enhance cohesion, establish a sense of team and continuously improve staff performance. It is also an important mechanism for companies to achieve their strategic goals. With the transformation of industrial society to an information society, industrial economy has gradually been replaced by the information economy and the knowledge economy, the business has undergone tremendous changes in the macro-and micro-level layer. Therefore, this study has important practical significance to further enhance the competitiveness of enterprises and China's economic reforms.

Acknowledgements

This work was financially supported by the Natural Science Foundation of Shandong Province (ZR2012FM013).

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