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Research on Optimization Strategies of Employee Performance Management in K Engineering Company

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Abstract: This article takes employees of K Engineering Company in Guizhou Province as the research object, and uses literature research, interview, and questioning methods The questionnaire survey method and empirical research method are used to analyze the current implementation status of performance management in K Engineering Company, identify the main problems in its performance management, and finally propose specific and feasible optimization plans for the identified problems. This article adopts data from a questionnaire survey conducted on employees of K Engineering Company, and through empirical analysis of the company's strategic policies and development goals, it is found that there are several problems in the performance evaluation of K Engineering Company employees, such as unreasonable setting of evaluation indicators during the performance goal setting stage, and inconsistency between performance management and job positions; In the performance monitoring and coaching stage, there are problems with a single performance monitoring method and a mere formality in performance coaching; In the execution stage of performance appraisal, there are problems such as ineffective performance appraisal methods, unfair company performance appraisal, and low participation of company performance appraisal employees; In the feedback stage of performance application, there are issues such as the lack of established performance communication and feedback channels, the insignificant incentive effect of employee performance management, and low satisfaction with the application of employee performance evaluation results. Analyze the reasons for the problems in employee performance management of K Engineering Company, propose an optimization plan for performance evaluation of relevant personnel, and optimize performance evaluation indicators, content, cycle, feedback and application of performance results, I hope that the research in this article can provide assistance to K Engineering Company in terms of performance management system, and can provide guidance for K Engineering Company Contribute to high-quality development.

Keywords: Employee Performance Management; Performance Appraisal; Key Performance Indicators.

1. Introduction

For enterprises, the most important intangible asset is human resources. Effective human resource allocation can provide enterprises with sustained and sufficient development momentum. The key to human resource management is performance management. In today's increasingly fierce market competition, the pressure and industry competition faced by entrepreneurs are gradually increasing with the development of the market economy, and enterprises have put forward higher requirements for the completion rate of business indicators. A successful performance management system can not only serve the company's business goals, but also enhance its competitiveness by enhancing the overall quality of organizational human resources. This article takes the employees of K Engineering Company as the research object and delves into the performance management situation of the company.

K Engineering Company was established in 1958 and was listed on the Shanghai Stock Exchange on August 9, 2017, with its initial public offering of A-shares. It is the first engineering enterprise in the southwest region to be listed on the main board of the Shanghai Stock Exchange. The company's main business is engineering consulting and contracting in the highway industry. With the company's restructuring and continuous expansion of business scope, the current performance management system is no longer applicable to current human resource management. Therefore, it is necessary to optimize and improve employee performance evaluation in order to better retain talents and lock in resources for the enterprise.

The research purpose of this article is to conduct an actual survey on the performance management status of K Engineering Company using a well-designed questionnaire based on in-depth interviews. Based on the performance management issues discovered in enterprise research, relevant management theories are applied to optimize the employee performance management plan of K Engineering Company, thereby enhancing employee work enthusiasm, enhancing the market competitiveness of the enterprise, and seizing talents to seize the market.

2. Literature review

2.1. Definition of Concepts

Currently, the definition of performance is vague and there is no clear concept to define performance. In Western academia, there are three definitions of performance in terms of theory: the first is to view performance as results, with Bernadin (1993) and others being strong proponents of this view. They believe that results provide good feedback on factors such as level of commitment, strategic planning, customer satisfaction, etc., and therefore, performance equals the results of work. [1] The second is to view performance as behavior. Murphy (1990) states that performance is most related to job objectives and that employees should pay most

attention to behavior rather than results in their work. [2] Campbell (1993), another representative of this view, argues that outcomes are influenced to a greater extent by systemic factors, while behaviors are influenced to a lesser extent; therefore, he believes that performance is a behavior, not an outcome. Richard (Richard Williams), a representative of the third viewpoint, agrees that performance management is a management activity used to spur staff to improve and take measures such as establishing strategic objectives, decomposing corporate goals, and evaluating employee performance to accomplish corporate strategies and goals. [3]

In Chinese academia, Zhao Guojun's 2009 book, Performance Management Program Design and Implementation, defines performance management as the process of managers and staff working together to develop plans, communicate and coach performance in a timely manner, objectively evaluate performance management, rationally apply performance results, and work together to improve performance goals and objectives, and to carry out a sequential upward cycle to achieve the set goals. [4]

2.2. Methods of Performance Management

Currently, after the efforts of many scholars, there are more methods about performance management.

From the level of global scholars: Regarding the methods of performance management, there are four classical ones in the West, the first one is the four-color channel founded by Roberto Owens at the beginning of the 19th century, the second one is widely known as the graphic rating scale in the 1930s, the third one is the key event method in the 1940s, and the fourth one is the highly popular characteristic evaluation method in the 1950s. [5] After the 1950s, Peter Drucker (1966) combined scientific management and behavioral science, synthesized "valuing people" and "valuing things", and creatively put forward the concept of management by objectives, which adopts a respectful approach to employees and involves them in setting goals. This concept adopts the way of respecting employees, letting employees participate in the formulation of goals, in order to stimulate the enthusiasm of employees for the purpose. [6] After the 1980s, performance evaluation became a part of performance management, and various performance management tools appeared one after another, the most noteworthy of which is Key Performance Indicators (KPIs), which have been widely used in all kinds of organizations and industries. Kaplan, NorKon (1992) concluded the Balanced Scorecard Theory after one year's study of 12 companies whose performance evaluations were in the leading position in the world. The Balanced Scorecard theory, after which the Balanced Scorecard became a new strategy implementation tool, not just a performance measurement tool, thus further advancing the theory of strategic performance management. [7]

From Chinese scholars: Guo Juan et al. (2004) point out that teams share common goals and performance objectives and have a flexible organizational form. However, information within teams is characterized by asymmetry, and the management of different types of teams should focus on different aspects. The balanced scorecard is a new type of performance assessment tool that can maximize the unity of organizational and individual goals, and can be applied to the performance evaluation of enterprises, teams and individuals. When managing the performance of different types of teams and team members, the management indexes of the balanced scorecard will be different. [8] Fang Zhenbang (2005) takes a Sino-Japanese joint venture company G founded by three Japanese Fortune 500 companies and two large Chinese state-owned enterprises as a case study to construct a new set of enterprise performance management system design based on KPIs in the hope of providing references and lessons for the wide application of KPI system. [9] Liu Xin and Chai Maochang (2013) analyzed the effectiveness of the mandatory distribution method and its influencing factors in detail, and pointed out that the effective application of the mandatory distribution method needs to meet many conditions, and that reducing the punitive nature, strengthening the developmental nature, increasing the incentive nature, and improving the fairness are the important basis for the effective implementation of the mandatory distribution method. [10] Zhubo (2020) took Kyocera and Haier company as the research object, and clearly put forward the performance evaluation and performance management mechanism in the networked era. The case companies integrated the four dimensions of personnel flow, information flow, product flow, and cash flow, and established a management control system that is suitable for decentralized organizations with the management philosophy as the leader, organization division as the basis, daily business accounting statement as the dashboard, and performance management as the gripping hand. [11]

2.3. Influences on Performance Management

There are many ways to manage performance, but for performance management, it is the influencing factors that make the difference in whether or not performance management takes hold.

There are many studies on the impact of performance management by global scholars. American Dennis Jeff study investigates the key factors of motivation, the study points out that there are three key factors that can motivate employees, the first one is the fairness of the company system, the second one is the space for employees to develop in the company, and the third one is the return of employees' salary. [12] SKander. J (2003) through the study to get the grass-roots staff more focus on personal growth and promotion space, pay attention to their own creativity and autonomy in the work, and emphasize the formation of competitiveness. [13] The research of Chinese scholars on the influencing factors of performance management is represented by the study of Wang Yongkang (2021). He analyzed the performance influencing factors by taking a dyestuff workshop of an enterprise as the research object, and came up with 7 primary factors and 24 secondary factors related to the team performance of the dyestuff workshop, among which the primary factors include performance management system, team leadership ability, comprehensive quality ability of the employees, the situation of the production equipments, the coordinating and cooperating ability of each department, the safety and environmental protection issues of the products, and the market positioning. According to the scores of industry experts, the hierarchical analysis method is adopted to further clarify the weights of these primary and secondary factors. It is concluded that product safety and environmental protection, market positioning, performance management system, and production equipment are the main factors affecting performance. [14]

3. Data sources and sample analysis

3.1. Questionnaire Survey

This paper utilizes an anonymous questionnaire to investigate the performance management of K Engineering Company, which has a total of 3,000 employees, the vast majority of whom are employees. K Engineering Company's main business is engineering design and engineering construction, and its main production is design solutions, which are mainly dependent on its employees, especially their intellectual contributions. Therefore, it is necessary to choose employees as the research object.

The number of employees of the K Engineering Company is about 3,000 (data from the company's official website), which is the total number of samples, and then by the sampling formula: n=N/(1+N*e^2) [n=number of samples; N=number of employees; e=error rate (decimal), e=0.05], the calculation can be obtained as the minimum required sample size of 353, taking into account the reasonable questionnaires do not qualify questionnaire attrition, in order to ensure that the questionnaire Recovery rate of not less than 95%, the proposed plan to issue 380 questionnaires, a total of 367 questionnaires were retrieved, the recovery rate of 96.6%, after deducting 3 for the invalid answer sheet, the total number of valid questionnaires reached 364, the questionnaire validity rate of 95.8%. The questionnaires are distributed according to the employee's work number for random sampling, the questionnaire design mainly focuses on the following six aspects, as shown in Table 1.

Due to the large number of employees and departments of K Engineering Company, and due to the nature of the work some employees are stationed abroad for a long time, after consulting with the company's human resources department, this questionnaire survey was conducted online in the questionnaire star software. And in order to ensure the quality of the questionnaire and understand the true thoughts of the employees, the anonymity and confidentiality of the questionnaire was emphasized in the process of distribution, and the content of the questionnaire was briefly explained to enhance the understanding and familiarity of the respondents with the content, and the target respondents strove to cover different departments and different positions to ensure the true validity of the questionnaire survey. The 364 questionnaires collected were analyzed through the data analysis software to determine the weighting ratio of each indicator and lay the foundation for further analysis.

Table 1. Summarization of questionnaire questions

concern	standardized layer	indicator layer
Q1	Goal-setting session	Reasonableness of the setting of appraisal indicators
Q2		Performance management is aligned with jobs
Q3	Monitor the counseling session	Diversity of performance monitoring methods
Q4		Effectiveness of Performance Coaching Application
Q5	Appraisal implementation link	Performance appraisal method effectiveness
Q6		Company performance appraisal fairness
Q7		Employee participation in company performance appraisals
Q8	Application Feedback Session	Performance feedback fluency
Q9		The Motivational Role of Employee Performance Management
Q10		Satisfaction with the application of employee performance appraisal results
Q11	Overall satisfaction	Comprehensive evaluation of corporate performance management

Table 2. Basic information of the questionnaire sample

categorization	options (as in computer software settings)	quantities	percentage	categorization	options (as in computer software settings)	quantities	percentage
distinguishing between the sexes	male	211	58%	education attainment	undergraduate (adjective)	331	91%
	women	153	42%		undergraduate or higher	33	9%
(a person's) age	Below 30	328	90%	years of experience	Less than 5 years	131	36%
	30 or more	36	10%		More than 5 years	233	64%

3.2. Reliability analysis

In specific research, global scholars typically use α The coefficient method is used to study the reliability of survey sampling data. The suggestion of British scholar Devellis (1991) is: α The coefficient method should not be used between 0.60 and 0.65; When α When the coefficient is between 0.65 and 0.70, it is the smallest selectable; When α When the coefficient is around 0.70-0.8, it is quite good; And when α When the coefficient is around 0.8~0.9, it is quite good. The higher the Cronbach reliability coefficient, the higher the accuracy of all aspects represented. From the reliability analysis table 3, it can be found that, α The coefficient is 0.913, which is higher than 0.9. Therefore, there is a high degree of internal consistency in this survey questionnaire.

Table 3. Confidence Analysis Table

Cronbach Alpha	item count (of a consignment etc.)
0.913	15

3.3. Validity analysis

Exploratory factor analysis can still be used to verify the composition and effectiveness of the survey questionnaire. The specific detection method is to perform Bartlett test on the evaluation data in the questionnaire. According to the conclusion of the test, the KMO is 0.935, which reaches a good level. The results of Bartlett's sphericity test also have significant significance (P<0.05), indicating a high overlap rate of information contained in the data, so a common factor can be obtained.

In summary, the data in this scale has high accuracy.

Table 4. Validity Analysis Table

KMO Quantity of Sample Suitability		0.935
Bartlett's test of sphericity	approximate chi-square (math.)	7367.282
	(Number of) degrees of freedom (physics)	105
	significance	0.000

3.4. Descriptive statistics of the questionnaire

Based on this paper's review of literature on employee performance management in the global context, and combining with the opinions and suggestions of company leaders and employee representatives, relevant questions and options were set. The design of the questionnaire is based on the four modules of goal setting, communication and counseling, appraisal and implementation, and application and feedback, each of which consists of 2-3 assessment questions, in order to fully understand the actual situation of the company in the field of employee performance management, as well as the problems faced by the company. There are eleven questionnaires, all of which are self-selected, with a total of five choices for each question, and scored on Linker's five scales, with each indicator scored as five points, and the value of the scores increased from one to five points, with each scoring value expressed in the following order: Strongly Disagree (1), Disagree (2), Not Certainly (3), Agree (4), Strongly Agree (5), Agree (5), Agree (5), Agree (5), and Agree (5). agree (5 points). All participants participated in this questionnaire through anonymous means. By statistically analyzing the scores of different questions, it is possible to determine the company's problems in employee performance management.

Table 5. Descriptive statistics of the sample data of the questionnaire

Serial number	Sample size	Minimum value	Maximum values	Average value	(statistics) standard deviation	variance (statistics)	skewness	kurtosis
Q1	364	1	5	1.86	1.261	1.590	1.295	0.475
Q2	364	1	5	3.03	1.149	1.321	0.877	-0.525
Q3	364	1	5	2.13	1.222	1.494	0.527	-1.094
Q4	364	1	5	2.92	1.515	2.294	-0.083	-1.559
Q5	364	1	5	1.87	1.147	1.316	1.303	0.814
Q6	364	1	5	1.68	1.114	1.242	1.649	1.857
Q7	364	1	5	1.55	0.969	0.939	2.291	5.342
Q8	364	1	5	1.78	1.114	1.240	1.387	1.004
Q9	364	1	5	2.22	1.289	1.662	0.723	-0.667
Q10	364	1	5	2.49	1.530	2.342	0.467	-1.390
Q11	364	1	5	2.74	1.104	1.219	0.443	-0.566

Since the questions of the satisfaction questionnaire were designed around the four dimensions of goal-setting session, monitoring and coaching session, assessment and execution session, and application and feedback session, they will be analyzed in these four dimensions next.

3.4.1. Goal-setting session

As shown in the table below, we can see that the mean value of the two questions Q1-Q2 is 2.45 points, in which we can see that the rating of "performance management is consistent with the work position" is relatively high, with a mean value of 3.03, but the rating of "the reasonableness of the assessment indexes" is relatively low. However, the rating of "rationality of assessment index setting" is relatively low, with a mean value of only 1.86, indicating that employees are generally less satisfied with the effect of performance guidance, which can be concluded from these data that the application and effect of performance guidance need to be further improved.

3.4.2. Monitor the counseling session

As shown in the table below, we can see that the mean value of the two questions in Q3-Q4 is 2.53 points, in which we can see that the score of "the application effect of performance counseling" is relatively high, with a mean value of 2.92, which indicates that the employees have a relatively clear goal for performance management, but the score of "the diversity of performance monitoring methods" is relatively low, with a mean value of only 2.13, which proves that the employees are not satisfied with the application of the performance management system. The score of "diversity of performance monitoring methods" is relatively low, with a mean value of only 2.13, which proves that the employees are not satisfied with the application of the performance management system. From these data, it can be concluded that K Engineering should focus on cultivating the employees'

knowledge of the performance management system and the company's strategic objectives.

Table 6. Descriptive Statistical Analysis Table of Question Items for Goal Setting Session (N=364)

serial number	Minor issues	Score					average value
		Strongly disagree (1 point)	disagree (2 points)	Not necessarily (3 points)	agree with (4 points)	Strongly agree (5 points)	
Q1	Reasonableness of the setting of appraisal indicators	76	120	100	64	12	1.86
Q2	Performance management is aligned with jobs	32	68	160	64	40	3.03
	Subtotal above	108	188	160	128	52	2.45

Table 7. Descriptive Statistical Analysis of Question Items for Communication Counseling Sessions (N=364)

serial number	Minor issues	Score					average value
		Strongly disagree (1 point)	disagree (2 points)	maybe (3 points)	agree with (4 points)	Strongly agree (5 points)	
Q3	Diversity of performance monitoring methods	60	100	108	80	16	2.13
Q4	Effectiveness of Performance Coaching Application	36	68	156	84	20	2.92
	Subtotal above	96	168	264	164	36	2.53

3.4.3. Appraisal implementation link

As shown in the table below, we can see that the mean value of the questions Q5-Q7 is 1.70, and the scores of these three questions are very low, which reflects that the employees of K Engineering Company are very dissatisfied with the performance appraisal, especially the score of "Employee Participation in the Company's Performance Appraisal" is only 1.55, and the company should focus on the fairness of the company's performance appraisal and the participation of employees. Engineering K should pay attention to the fairness of the company's performance appraisal and the degree of employee participation.

Table 8. Descriptive Statistical Analysis Table for Question Items in the Appraisal Execution Session (N=364)

serial number	Minor issues	Score					average value
		Strongly disagree (1 point)	disagree (2 points)	maybe (3 points)	agree with (4 points)	Strongly agree (5 points)	
Q5	Performance appraisal method effectiveness	72	116	96	68	12	1.87
Q6	Company performance appraisal fairness	80	116	108	56	4	1.68
Q7	Employee participation in company performance appraisals	76	124	112	36	16	1.55
	Subtotal above	228	356	228	160	32	1.70

3.4.4. Application Feedback Session

Table 9. Descriptive Statistics Analysis Table for Question Items in Application Feedback Sessions (N=364)

serial number	Minor issues	Score					average value
		Strongly disagree (1 point)	disagree (2 points)	maybe (3 points)	agree with (4 points)	Strongly agree (5 points)	
Q8	Performance feedback fluency	68	96	132	56	12	1.78
Q9	The Motivational Role of Employee Performance Management	84	120	104	52	4	1.63
Q10	Application of Employee Performance Appraisal Results	88	148	80	40	44	2.49
	Subtotal above	249	364	316	148	60	1.97

As shown in the table below, we can see that the mean value of the three questions Q8-Q10 is 1.97 points, the score is very low, indicating that the employees' satisfaction with the corresponding rewards after the appraisal, and the appraisal results for the employees' expected satisfaction are very low, and that K Engineering needs to pay attention to the effects as well as the measures after the performance appraisal.

3.5. Regression Analysis

3.5.1. Quantitative Analysis of the Questionnaire

According to the questionnaire scoring indicators, the mean value of the results of each indicator system is counted to represent the achievement level of each scoring indicator system. Each indicator score is out of five points, with the score increasing from one to five points, while each score represents in turn: particularly unsatisfactory (1 point), unsatisfactory (2 points), ordinary (3 points), particularly satisfactory (4 points), particularly satisfactory (5 points).

Table 10. Quantitative Evaluation and Analysis of Survey Questionnaires

concern	standardized layer	indicator layer	average value
Q1	Goal-setting session	Reasonableness of the setting of appraisal indicators	1.86
Q2		Performance management is aligned with jobs	3.03
Q3	Monitor the counseling session	Diversity of performance monitoring methods	2.13
Q4		Effectiveness of Performance Coaching Application	2.92
Q5	Appraisal implementation link	Performance appraisal method effectiveness	1.87
Q6		Company performance appraisal fairness	1.68
Q7		Employee participation in company performance appraisals	1.55
Q8	Application Feedback Session	Performance feedback fluency	1.78
Q9		The Motivational Role of Employee Performance Management	1.63
Q10		Satisfaction with the application of employee performance appraisal results	2.49
Q11	Overall satisfaction	Comprehensive evaluation of corporate performance management	2.74

3.5.2. Multiple Logic Model Analysis

In the empirical analysis, the model was built with company performance management as the explanatory variable, and the results were analyzed (see the table below). The results show that the model has some statistical implications and has been tested, indicating that the model has good explanatory validity and has a significant effect on company performance management in all four dimensions.

Table 11. Results of the multivariate logistic model analysis of the factors influencing the company's performance management

concern	standardized layer	indicator layer	β	S.E.	Exp (β)
Q1	Goal-setting session	Reasonableness of the setting of appraisal indicators	0.798*	0.129	2.22
Q2		Performance management is aligned with jobs	0.229***	0.055	1.26
Q3	Monitor the counseling session	Diversity of performance monitoring methods	0.356*	0.107	1.43
Q4		Effectiveness of Performance Coaching Application	0.322*	0.105	1.38
Q5	Appraisal implementation link	Performance appraisal method effectiveness	0.487*	0.111	1.63
Q6		Company performance appraisal fairness	0.391**	0.178	1.48
Q7		Employee participation in company performance appraisals	0.178*	0.064	1.2
Q8	Application Feedback Session	Performance feedback fluency	1.124*	0.257	3.08
Q9		The Motivational Role of Employee Performance Management	0.145	0.051	1.16
Q10		Satisfaction with the application of employee performance appraisal results	0.212**	0.103	0.81

a. Note: *, ** and *** are significant at the 10%, 5% and 1% statistical levels, respectively.

From the significance results of the regression coefficients in the fourth column of Table 11, it can be seen that the satisfaction models in the four dimensions of goal-setting, monitoring and counseling, appraisal and implementation, and application and feedback have passed the significance test at the 10% statistical level, and the coefficients are all positive. This indicates that these four measures have a positive impact on the evaluation of the performance management status quo of K Engineering Company, i.e., the problems faced by the current enterprise performance management work are mainly reflected in these four aspects.

4. Problems of EPM in Engineering Company K

The performance management assessment indicators are not comprehensive. To ensure the effectiveness of performance appraisal, it is necessary to conduct comprehensive research on the indicators of performance appraisal. Especially for low-level personnel, because their work performance is particularly outstanding, they must develop a comprehensive set of evaluation indicators based on specific job positions. However, during the research

process, we found that the company did not set corresponding goals for various positions, and the standards for setting job goals were not specific or scientific enough, resulting in a lack of overall discussion in this field.

In the personnel performance evaluation index system of K Engineering Company, economic benefits are not considered an important part of the evaluation index system. Because there is some unilateralism in setting goals for engineering projects and management indicators, and it is difficult to quantify them. In practice, performance management is often influenced by the subjective consciousness of managers, resulting in a decrease in its operability. However, there is a lack of a scientific and reasonable evaluation system for the performance evaluation of engineering management personnel, which makes the evaluation results unable to accurately reflect the work performance of engineering management personnel. Finally, the entire company is indifferent to the personal development of its employees, focusing only on short-term benefits and neglecting the company's long-term development prospects.

Insufficient understanding of performance management. At K Engineering Company, from executives to ordinary workers, performance management is not taken seriously, only performance evaluation is regarded as a form.

The weight setting and evaluation criteria are too extensive. K Engineering Company currently uses the sorting method, which is a relatively simple performance evaluation method. Due to the neglect of subjectivity in the evaluation by the simple sorting method, it is likely to cause disagreement with the evaluation.

The incentive level of performance management is not high. Through questionnaire research, it was found that the majority of employees are not very satisfied with the results of the current staff evaluation, indicating that the incentive methods for performance among employees in enterprises are relatively single. This phenomenon is manifested in two aspects. Firstly, K Engineering Company's assessment method is based on employee performance, and secondly, K Engineering Company's assessment method only includes rewards. Firstly, measuring the value of a company solely based on work performance is very superficial. For a large company to maintain long-term development, it is necessary for its employees to constantly learn new knowledge.

5. Performance Management Optimization Plan

5.1. Optimization of Performance Goal Setting Process

To determine enterprise level KPIs, it is first necessary to decompose the enterprise goals to further determine the company's key success areas (KRAs). Then, by decomposing and refining the qualitative description of the key success areas, the key success factors (KPFs) are determined. Finally, based on the key success factors, the key performance indicators (KPIs) are determined. Based on the corporate goals of K Engineering Company, identify and identify the key success areas in which K Engineering Company can achieve its corporate goals, including financial management, production, safety and environmental protection, quality and innovation, human resources, and customer service. After analyzing and refining key success areas, identify key performance elements, propose descriptive work requirements, further analyze and screen key performance elements, and obtain effective, operable, and important key performance indicators for the enterprise.

Determine department level KPIs. Enterprise level KPIs belong to the strategic goals of the enterprise, and most departments and employees cannot directly apply them to daily work. Therefore, determining department level KPIs requires further decomposition and refinement of enterprise level KPIs to guide department work and ensure that department salary goals are consistent with enterprise goals. Department performance indicators are composed of key performance indicators (KPIs) and general performance indicators (PIs), and the development of key indicators is the key content of department indicators. When developing scientific and accurate department level KPIs, it is necessary to develop specific and appropriate KPIs based on the differences of different departments. By adopting scientific KPIs, it is beneficial to better understand the performance level of employees and promote the effective operation of performance management, Thus, it promotes the human resource planning formulated by enterprises to be more practical.

5.2. Optimization of monitoring and coaching process

Strengthen continuous communication. In the process of implementing performance management, in order to ensure better achievement of performance goals, managers must strengthen performance monitoring and have a real-time understanding of it. At the same time, they should pay attention to mutual communication with employees in performance monitoring to promote the achievement of performance goals. When implementing performance planning, managers of K Engineering Company should increase their efforts in performance monitoring and strengthen continuous communication between managers and employees. Managers should not only provide regular work reports to employees, but also engage in face-to-face communication with employees, in order to have a comprehensive understanding of their work status and progress, and timely identify the difficulties and problems faced by employees in achieving performance goals. This helps to analyze the causes of problems more comprehensively and timely, and coordinate them, Provide more support and assistance to employees.

5.3. Optimization of assessment execution process.

In order to improve the effectiveness of performance evaluation methods and increase the participation of employees in the company's performance evaluation, the company assigns evaluation scores to employees based on evaluation indicators, evaluates the evaluation results as particularly excellent, excellent, good, to be improved, and unqualified, and assigns corresponding grade results. Particularly excellent is A level, excellent is B level, good, qualified, and unqualified are C level, D level, and E level, respectively, And the assessment results are distributed according to the corresponding proportion, and the final determination is that 10% of the total number of outstanding employees, 20% of outstanding employees, and 40%, 20%, and 10% of good, qualified, and unqualified employees, respectively. The specific content is shown in Table 12.

Table 12. Comparison of salary scales for basic level employees

hierarchy	in the end	assessment score	A specific program
A	Exceptional	Monthly average of 90 points and above; 4 points annually	10%, 1.4 times bonus, salary step up, promotion
B	talented	Monthly average 80-89 points; annual 3 points	20%, 1.2 times bonus, salary step up, pending promotion
C	favorable	Monthly average 70-79 points; annual 2 points	40%, bonus
D	pass a test	Monthly average 60-69 points; annual 1 point	20%, 0.8 times bonus, one step down in salary
E	fail	Monthly average 59 points or less; annual 0 points	10%, 0.5 times bonus, one step down in salary

Based on the performance appraisal results and appraisal grades, the corresponding annual salary levels and bonus levels are calculated, with the A level assessed at 4 points per year, the B level at 3 points per year, and the C, D and E levels at 2, 1 and 0 points per year, respectively. In terms of salary level, annual 4 points and 3 points of employees will be raised one level of salary level, annual 2 points, salary level remains unchanged, annual 1 point and 0 points, reduce one level of salary level. In terms of bonus payment, A-level employees are paid 1.4 times the original bonus, B-level employees are paid 1.2 times the original bonus, C-level employees are paid the same amount of bonus, D-level employees are deducted 20% of the original bonus amount, and E-level employees are deducted 50% of the original bonus amount. According to the results of the assessment, the employee's job adjustment, for the good performance of the employees, here refers to the annual assessment grade of B level or above, to give the qualification of job promotion, at the same time, this part of the staff will be recommended to the human resources department, in accordance with the needs of the talent team for training, and gradually improve the ability. As for the employees with very bad performance in the appraisal, here refers to the employees with appraisal grade D and below, they should be given certain opportunities for improvement by lowering the salary level or conducting retraining, etc. If they cannot be improved, they will be dismissed. Through performance appraisal, employees can pay full attention to the improvement of personal performance and their own learning and development, so that they can become clearer about their career development path, thus creating a pragmatic corporate atmosphere. In the process of actual operation, the company should continue to seek new ideas for innovation and improvement, so as to achieve the purpose of continuously improving the company's management level and competitiveness.

5.4. Optimization of Application Feedback Process

Open up channels for performance feedback. When providing performance feedback, it is important to adhere to a positive orientation, the principle of treating things rather than people, specific principles, and interactive principles. When assigning work goals, one should not only rely on personal emotions, but also consider multiple aspects such as the professional skills, work ability and effectiveness, and attendance rate of the staff. In addition, it is important to communicate with employees so that they can complete their work with maximum efficiency within their abilities.

Optimization of the application of assessment results. Firstly, establish a good corporate culture. The root cause of whether performance management can be effectively implemented is "people". The company's culture and performance management complement and promote each other, and the two complement each other in order to achieve a win-win situation for the company and its employees. When the performance system changes, the thinking of the people and managers who execute the management system also needs to change. Only when the process of performance management changes, the thinking of the people who execute the performance management mechanism also needs to change. In this way, the optimization of performance management can be effectively implemented, thereby achieving the desired goals. On this basis, with value contribution, value evaluation, and value allocation as the core, build a performance-centric company culture.

Direct indicator method. When department heads conduct performance evaluations of technical management and skilled personnel, they should mainly base on the objective evaluation data of employees, starting from the actual completion of employees' work. Through the direct indicator method, based on the characteristics and performance plans of employees in different positions, they should supervise and calculate the performance indicators of employees, objectively measure and evaluate the work completion and quality of grassroots employees.

Forced distribution method. According to the mandatory distribution method currently used by K Engineering Company for the performance evaluation results of grassroots employees, it does not reflect the relationship between the performance evaluation grades of employees and departments. In order to enhance employees' collective sense of honor and achieve departmental goals, the mandatory distribution method is further optimized. Ranking is based on the quarterly performance evaluation scores of each department, and the department's performance evaluation is divided into four levels: A, B, C, and D, accounting for 25%, 40%, 25%, and 10% respectively. The quarterly performance evaluation coefficient of the department is determined based on the performance evaluation results. Grassroots employees are divided based on the proportion of department evaluation levels based on the performance evaluation results, and then the performance level of the department where the grassroots employees belong is determined, Determine the proportion of employees at different levels within the department to improve the correlation between department performance and employee performance, strengthen employee team awareness, and promote the achievement of department performance goals.

By utilizing the above content, the performance evaluation method of K Engineering Company can be improved. By using the direct indicator method, employees can more objectively assess, calculate, and calculate the completion of their performance goals, thereby solving the problem of subjective factors scoring by the assessment subject and blind

scoring due to unclear job requirements of the assessed, thus ensuring the effectiveness of the performance evaluation method, Ensuring the objectivity of the performance evaluation process is beneficial for enhancing employees' recognition of the performance evaluation process, while also motivating employees to actively achieve performance goals, thereby promoting the achievement of the overall department goals.

6. Conclusion

This article takes employees of K Engineering Company as the research object to investigate and study their performance evaluation plans. Through literature review, questionnaire surveys, and on-site interviews, it was found that there are still many shortcomings in employee assessment in Chinese engineering enterprises. Through the use of survey questionnaires, empirical analysis, and other methods, in-depth analysis was conducted on the issues in performance evaluation. Combined with the actual situation of K Engineering Company, a series of optimization plans and implementation guarantee measures were proposed. Through a questionnaire survey, it was found that there are still many problems with performance evaluation in the process of enterprise development. The final conclusion is presented as follows:

Firstly, through in-depth analysis of the current situation of K Engineering Company, it can be found that in recent years, the market competition in the engineering industry has been exceptionally fierce, which has also led to the delayed implementation of K Engineering Company's reform of employee performance evaluation. This has resulted in high personnel mobility, low work efficiency, and high management costs, which has affected the development of the enterprise. As a result, K Engineering Company lost its advantage in the market competition in Guizhou Province, and the initiative of its employees was weakened, while the employee turnover rate also increased. Secondly, there are currently a large number of project department heads and project manager department managers in engineering enterprises who work together. This phenomenon can lead to insufficient management ability of project managers and a lack of sense of responsibility among project manager department managers. Therefore, K Engineering Company must comprehensively upgrade its employee performance evaluation plan to stimulate its internal motivation, so as to revitalize K Engineering Company and enhance its market competitiveness.

Secondly, after conducting a survey and questionnaire analysis on employees of K Engineering Company, it was found that the performance appraisal plan did not fully exert its motivational effect, and employees' recognition of the performance appraisal results was not high. By summarizing relevant theoretical research and practical experience, a method for optimizing the design of performance evaluation system has been proposed, and corresponding countermeasures and suggestions have been proposed. The main root cause of the above problems lies in the neglect of employee assessment by management, insufficient correlation between indicator setting and strategy, and a lack of comprehensive incentive mechanisms.

Thirdly, based on in-depth research on the current situation of employee performance evaluation in K Engineering Company, direct indicator method and forced distribution method were adopted to comprehensively optimize the performance evaluation plan. By establishing a scientific and reasonable performance evaluation system and improving effective reward and punishment mechanisms, employees can clarify their job responsibilities and use them as the driving force for enterprise development. For the optimization of the performance evaluation plan, corresponding adjustments have been made to the evaluation indicators, job evaluation content, and cycle to improve its efficiency and accuracy.

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