

Problems and Countermeasures of Performance Appraisal in Enterprise Human Resource Management

-- A Case Study of Xu Fu Ji Food Company

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Abstract: With the rapid advancement of science in society, driven by the highly updated enterprise technology system, human resource management plays an increasingly important role in the production and operation activities of enterprises, and has become an important factor determining the core competitiveness of enterprises. Therefore, exploring the performance appraisal management of enterprises in human resource management is of great significance for further improving the competitiveness of enterprises and making better use of the advantages of human resources. Based on the theory of performance appraisal management in human resources and taking Xu Fu Ji Food Company as an example, this paper points out the current status and existing problems of the enterprise, such as unclear assessment purpose, neglect of the overall performance management of the enterprise, lack of performance appraisal training and summary links, and puts forward the advantages of clarifying the purpose of performance management, attaching importance to the overall team assessment, and increasing the intensity of performance appraisal training and summary. Make suggestions.

Keywords: Human Resources; Performance Appraisal; Xu Fu Ji.

1. Introduction

(1) Research background

With the continuous changes of domestic and foreign environment in the 21st century, the competition of enterprise human resources has gradually joined the circle of competition of material resources and information technology, and human resources have received unprecedented attention. More and more enterprises are committed to the development of human resources in order to obtain absolute advantages in the competition of human resources. [1] Performance appraisal management has an absolute advantage in the competition of human resources. As an effective management tool, the performance appraisal management of enterprise human resources management can motivate employees to enhance their work performance and gradually try their best to achieve the overall strategic goals of individuals, organizations and even enterprises. Optimized human resources management strategy will have an efficient and positive impact on enterprise performance.

Xu Fu Ji was founded in 1992 by four brothers from Taiwan, China. Xu Fu Ji has 8 branches, 58 regions, more than 3,500 dealers in the country, serving more than 1,000,000 terminal stores, from urban to rural, a strong sales network covering the whole country, and exported to the United States, Canada, Japan, South Korea, Southeast Asia, Australia, Europe and Africa and other countries and regions, exported too overseas. Entering the 21st century, Xu Fu Ji, which follows the trend, has launched a series of high appearance level health new products, hoping to transmit the temperature to the taste buds, so that delicious release blessing, delicious gather blessing, every day Xu Fu Ji. Over the past 30 years, Xu Fu Ji has always taken the opportunity of Chinese people's living habits and food culture characteristics, and developed more and more high-quality sugar point products that meet the tastes of

Chinese people, hoping to bring more delicious enjoyment and good experience to consumers' lives.

(2) The purpose and significance of the study

At present, in the development of enterprises, the personnel structure is solidified, the brain drain is serious, the enthusiasm of employees is not high, and the performance appraisal is not scientific, which are many problems existing in human resource management, and some of them have also become the dilemma of the gradual development of major enterprises in China. [2] At present, many enterprises in China have realized the importance of performance appraisal in the operation and management of enterprises, and it is necessary to further systematically think about the performance appraisal of human resource management and objectively analyze the existing problems.

Therefore, how to improve the current human resources performance appraisal management is an urgent problem that needs to be solved. Based on the actual situation of performance appraisal management in human resource management of Xu Fu Ji Food Company, this paper puts forward the problems and the improvement of management methods. Establishing a new performance appraisal system of human resource management will enable enterprises to adapt to the current market environment and help improve the existing performance management system and salary system.

2. Current Situation of Performance Appraisal in Xu Fu Ji's Human Resource Management

According to public reports, Xu Fu Ji is a food enterprise with a long history and a large scale, with many well-known brands and products, and performs performance appraisal management from the following perspectives. In terms of setting performance indicators, Xu Fu Ji's performance

assessment usually sets a series of indicators, involving sales performance, market share, product quality, customer satisfaction and other aspects. [3] These indicators are designed to measure an employee's performance and contribution to the development of the business. Xu Fu Ji generally adopts the method of annual performance evaluation, that is, comprehensive evaluation of employees' work performance in a one-year cycle, including workload assessment, qualitative evaluation and 360-degree feedback. According to the report, Hsu Fu Ji will provide employees with corresponding rewards and promotion opportunities based on the results of performance reviews. For example, excellent employees can get bonuses, year-end bonuses, salary increases, etc., and also have the opportunity to be promoted to higher positions.

"Performance assessment", "ability assessment", "personal development" and "next year's work plan" are closely linked, forming the famous "four links" system, which is the basis for other systems and practices of Xu Fu Ji Food Company. At the end of each fiscal year, Xu Fu Ji Food Company conducts performance appraisal according to the annual work plan. The performance is divided into two parts: the performance of Xu Fu Ji food enterprises and the development of participating organizations. The annual performance appraisal of Xu Fu Ji Food Company does not adopt a single index scoring method, and the supervisor gives a comprehensive result to Xu Fu Ji Food employees. Performance appraisal results are divided into 1, 2 and 3 according to compulsory distribution, of which 1 is the best, and the others account for 10%, 15%, 60%, 70% and 15% respectively. Managers sometimes use scores to distinguish between 2+ and 2, and only second-class employees can be promoted and rotated. Employees must show career interests for different periods, and the Director provides a personal development plan for employees based on the corresponding personal opinions of employees. The contribution of the organization should account for nearly 50% of the weight of the performance evaluation to ensure that all Xu Fu Ji Food, Confectionery and Pastry employees treat the organizational and operational performance equally.

3. The Problems of Performance Appraisal in Xu Fu Ji's Human Resource Management

(1)The purpose of the examination is not clear

It is possible that the purpose of assessment is not clear because the organization or individual does not adequately communicate and clarify the objectives when setting assessment objectives. Some employees of Xu Fu Ji do not have a clear understanding of the meaning and purpose of assessment, and do not fully think and sort out, and employees generally have a vague understanding of the role and goal of assessment, and do not have clear expectations and goals. The unclear purpose of the assessment may lead to the assessment results can not accurately reflect the true performance of the examinee, and reduce the effectiveness of the assessment. It will also lead to differences in the understanding of the assessment content and standards, affecting the fairness and fairness of the assessment. In addition, the examinee's motivation for the assessment is insufficient, which cannot stimulate their work enthusiasm and creativity.

(2)Neglect the overall performance management of enterprises

The purpose of performance management is the

achievement of enterprise strategy and business objectives, and its means is to drive the achievement of the overall objectives of the enterprise through the realization of employees' personal goals. However, in the reality of management, Xu Fu Ji Company often lacks the overall concept and limits the performance management to a single employee or department, ignoring the importance and influence of the overall performance management of the enterprise. Moreover, due to the limited capital or human resources, it is impossible to put enough resources into the overall performance management of the enterprise, resulting in the neglect of this aspect of work. The lack of overall performance management may lead to the failure of the enterprise to fully explore and utilize the synergies of various departments, and it is difficult to maximize the overall performance. It may also lead to the conflict of goals and interests between departments, hinder the overall development and competitiveness of the enterprise, and ultimately lead to the lack of integrity and strategy in resource allocation and decision-making, which affects the long-term development of the enterprise.

(3)Lack of performance appraisal training and summary links

Due to the lack of performance appraisal training and summary, employees may have insufficient understanding or misunderstanding of the objectives, methods and requirements of performance appraisal, and fail to correctly understand their job responsibilities and performance indicators, thus affecting work performance and results. Lack of training can result in employees not knowing how to conduct performance reviews and not being able to properly evaluate and feedback on employee performance. The lack of training makes the evaluators may not understand the standards and methods of performance appraisal, resulting in inaccurate evaluation results or large subjective deviation, which affects the employees' recognition and fairness of performance appraisal results. Without a late summary, Xu Fu Ji Company could not timely reflect on the implementation of the past performance appraisal, find out the problems and shortcomings in time, and formulate improvement plans. As a result, the continuous improvement and promotion opportunities of the performance appraisal were ignored, which affected the effectiveness and effect of performance management.

4. Xu Fu Ji Human Resource Management Performance Appraisal Improvement Countermeasures

(1) Clarify the purpose of performance management

Xu Fu Ji can clarify the purpose of performance management for employees in the following ways. Before setting assessment objectives, the organization or individual should fully communicate and clarify the objectives to ensure that everyone clearly knows the purpose and significance of assessment. Organizations or individuals should think deeply about and sort out the purpose of assessment, clarify their expectations and goals for assessment, and discuss and reach consensus with other relevant personnel. Organizations or individuals should strengthen the publicity and training of the role and objectives of assessment, so as to improve employees' understanding and recognition of assessment. At the same time, employees should be encouraged to actively

participate in the development of assessment objectives and evaluation process to increase the transparency and fairness of assessment. [4] Organizations or individuals should regularly evaluate and reflect on the assessment objectives, timely adjust and optimize the assessment objectives, and ensure the effectiveness and sustainability of the assessment.

(2) Attach importance to the overall team assessment

Xu Fu Ji needs to establish the concept of overall performance management, establish the overall concept, and realize the importance and influence of overall performance management for the long-term development of enterprises. And reasonable allocation of resources, sufficient capital, manpower and technology into the overall performance management of the enterprise to ensure its normal operation and development. Secondly, it advocates the culture of collaborative work and emphasizes the cooperation and mutual support among various departments to promote the improvement of the overall performance of the enterprise.

The establishment of corresponding incentive and reward mechanisms should not be ignored to stimulate the enthusiasm and creativity of employees and departments in the overall performance management of the enterprise. Helping employees gain a sense of value and gain at work is beneficial to both the company and the employees. When employees have clear goals, meaningful work, and daily support, their willingness to work will be encouraged. This means that what employees do at work is of value to them, that they feel they are making a difference in the world every day, that they are developing themselves, and that they ultimately have a strong sense of belonging. In addition, Xu Fu Ji should optimize decision-making and processes to ensure that the decision-making and implementation of the overall performance management of the enterprise can be consistent with the enterprise strategy and objectives, and promote the long-term development of the enterprise.

(3) Strengthen performance appraisal training and summary

It is suggested that Xu Fu Ji Company should increase the investment in staff performance appraisal training and summary development, provide employees with opportunities to learn and grow, and improve their performance level. For performance management, training and post-summary are very important links. [5] Training can help employees understand the goals, methods and requirements of performance management and provide the necessary knowledge and skills to achieve these goals. The later summary can promote the continuous improvement and promotion of performance management by summarizing and reflecting on the past performance management implementation.

Develop performance management training plan, including training content, methods and targets. The training covers the basic concepts, methods and tools of performance management, as well as how to set and achieve performance objectives. Training methods can adopt centralized training, online training, internal training and other forms, according to the needs of employees and the actual situation to choose. Provide necessary training resources such as training materials, training instructors and training facilities. Consider inviting experts or external organizations to conduct training to ensure the quality and effectiveness of the training.

Evaluate the training, understand the training needs and training effects of employees, and make adjustments and

improvements according to the evaluation results. It can be evaluated by questionnaire survey, early training, strengthening assessment, and feedback in the later stage. Conduct regular post-performance management summary, analyze and summarize the past performance management work, and make improvement plans. Performance management experience exchange meetings or summary reports can be held to share experiences and lessons with employees to promote the continuous improvement of performance management.

5. Conclusion

Performance appraisal is an important part of human resource management in public institutions. According to certain standards and methods, it comprehensively evaluates the ideological morality, work ability, work performance, work attitude and other aspects of employees, obtains feedback information, provides basis for managers' management, and promotes the smooth realization of objectives and tasks. Taking Xu Fu Ji Company as an example, this paper conducts research and analysis. In view of the problems such as unclear assessment purpose, neglect of overall performance management, lack of performance assessment training and summary links, managers and employees at all levels of Xu Fu Ji Food Company need to change their ideas, correctly think about and understand the nature of performance assessment, understand the importance of performance from a strategic perspective, and follow the company's current situation, development needs and development needs. Goal setting and possible realization, gradually optimize and revise the performance appraisal management system, clarify the purpose of performance management, attach importance to the overall team assessment, increase performance appraisal training and summary efforts and other optimization suggestions, timely collect employees' opinions, communicate with each other and coordinate with each other, so as to make the performance management of enterprises more standardized and effective.

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