

Performance Management Practice Based on Information Environment

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Abstract: With the increasing popularity of computers and the continuous enrichment and improvement of network system functions, the wave of informationization has swept the world. The large number of applications of information technology have had a tremendous and profound impact on human resources management, further optimizing management methods and improving management efficiency for enterprises. Provides an excellent opportunity. Nowadays, in the era of knowledge economy, human resources gradually replace traditional material resources and become the core resources for enterprises to acquire core competitive advantages and achieve sustainable development. Therefore, how to rationally use and manage human resources is an important issue for enterprises. This paper first briefly introduces the concept of performance management and performance management informationization, as well as the basic principles of performance management, and puts forward the measures for performance management informationization practice optimization for the problems in the performance management informationization process. The efficient implementation of resource management provides protection.

1. Introduction

Performance management is very clear in its fundamental purpose. It aims to improve human resource management capabilities and promote the development strategy of enterprises. Therefore, the fundamental purpose of enterprise performance appraisal is to promote the realization of corporate development strategies [1-3]. The essence of enterprise competition is the competition of talents. Performance management is a kind of management strategy that can improve the performance of employees, develop teams and individuals, and enable enterprises to continuously obtain successful management ideas and strategic management methods [4-6].

Performance appraisal, as a key link of human resource performance management, refers to the appraisal subject's work objectives and performance standards, using scientific assessment methods to assess the employee's work task completion, employee's job performance and employee development, and will assess The results are fed back to the employee [7-9]. Scientific and effective performance appraisal can not only determine the contribution of organizational members to the organization, but also provide effective evaluation information for the management of human resources as a whole, thereby improving the feedback function of the organization, improving the performance of employees, motivating morale, and becoming a company. An important way to make full use of talents, improve the core competitiveness of enterprises, and acquire and maintain competitive advantage [10-12]. In this paper, the measures of performance management informationization practice optimization are proposed, and the practice of performance management is optimized.

2. The Concept of Performance Management and Performance Management Informationization

2.1 The Meaning of Performance Management.

Performance management refers to the behavior of the whole member to strive to achieve the goal by strengthening the communication between the organizations and the output quantity and

benefit standard set for the desired goal. The purpose of performance management is mainly to carry out personal career planning for employees based on the position, performance and plan basis, so that employees and enterprises can benefit together. These include performance planning, performance evaluation implementation, performance feedback and improvement. The emphasis here is on system integration, which includes comprehensive and multi-angle monitoring and evaluation of all aspects of organizational performance. In essence, performance management is a management process, the essence of which is process management, which is a process of continuous communication and feedback. This process is a process in which the employee's behavior and results are consistent with the organizational goals, that is, first, an organizational goal is developed, and then the work objectives are decomposed into various departments. After further refinement by each department, the department objectives are decomposed into each employee. The individual's goals can only be achieved if the organizational goals, departmental goals, and employee personal goals are coordinated.

2.2 Performance Management Informationization.

Performance management informationization refers to the extensive use of information technology, the use of current modern technology to innovate, and then fully integrate informationization and performance management, and use information technology as an important means to promote the improvement of performance management to ensure performance management. The achievement of goals and the improvement of work efficiency. Effective management of information technology through the extensive use of information technology, make full use of modern technology, fully integrate information technology with the performance management of various departments, and use information technology as an important means to promote the improvement of performance management of various departments, to ensure the department's Performance management work efficiency is improved, and the degree of information management of performance management in various departments is enhanced. Performance management informationization regulates performance management through information platform or system software, including informationization of performance management planning, informationization of performance implementation and management process, informationization of performance evaluation, and informationization of performance feedback. . Therefore, the performance management information platform is used to confirm the assessment plan, record the performance evaluation results, analyze the performance evaluation results, and form a performance evaluation report.

2.3 Basic Principles of Performance Management.

Performance management focuses on results orientation, pays attention to dynamic management, emphasizes system management, and emphasizes strategic management. Its purpose is not only to carry out the evaluation of individual performance, but also to effectively promote the performance of individual behavior, to guide the organization of all personnel from the individual, to each department, to move toward the overall strategic goals of the organization. Performance management has the following principles: First, performance management has a solid legal foundation to help ensure that government performance reforms are standardized and sustained. Second, performance management is a contractual management based on consensus. It emphasizes the participation of employees in all aspects of management, and emphasizes the two-way constraint of performance agreements on the upper and lower levels, managers and employees. Third, performance management promotes open and equal management, encourages full participation in all aspects, and equal exchanges and mutual learning between the upper and lower levels, so that individuals in the organization fully feel the sense of organizational justice. Fourth, performance management is an important part of day-to-day management activities, rather than the extra work or burden imposed on managers by other departments. Line managers play a leading role in performance management. Fifth, performance management is development-oriented management, highlighting the management philosophy with "humanism" as the main body, focusing on the career development of employees and the improvement of knowledge, quality and

ability.

3. Problems in the Process of Information Management of Performance Management

3.1 Low Usage Rate of Performance Management System.

Research on performance management as a system is not sufficient, especially how to integrate organizational performance with employee personal performance, and how to make the various aspects of the performance management process form an effective cycle to achieve performance management, and more Good support for the entire performance management system. Due to the shortcomings of the unit management system, in the performance management process, the grassroots employees are used as appraisers or evaluators. In daily work, the frequency of use of the performance management information system is low. The daily operation of the current performance appraisal system is mainly driven by performance. The relevant staff of the management office and the performance manager of each department are responsible. Relatively speaking, the participation of the performance managers of each department is generally low. Except for the annual, quarterly, and monthly assessments, the performance management is basically not used. In the assessment system, other employees are completely incapable of understanding and not using the performance management information system. The operational authority assigned to each employee is ineffective, and the participation in the performance management assessment system schedule operation is low, some even for the whole year. The system is not being used.

3.2 The Way of Performance Appraisal is Simple.

The performance appraisal method is to evaluate the performance, ability, attitude and personal character of employees in the process of work, and use it to judge whether the requirements of employees and positions are commensurate, as shown in Figure 1. As a tool and means of performance appraisal, the proper selection of performance appraisal methods often directly affects the results of performance appraisal. Appropriate assessment methods can achieve twice the result with half the effort for the improvement of the assessment effect, and vice versa will play a hindrance role. At present, some enterprises have not yet formed a systematic performance appraisal method. The means of appraisal are too simple. The appraisal work is based on attendance system, appraisal scoring system and department joint inspection system. It is difficult for employees to conduct a comprehensive appraisal of the operation process of enterprises. In addition, a single year-end assessment method is adopted for all personnel. On the one hand, speculation in dealing with inspection has occurred in the assessed departments. On the other hand, regular assessment is difficult to timely investigate and deal with unexpected problems, resulting in incomplete assessment.

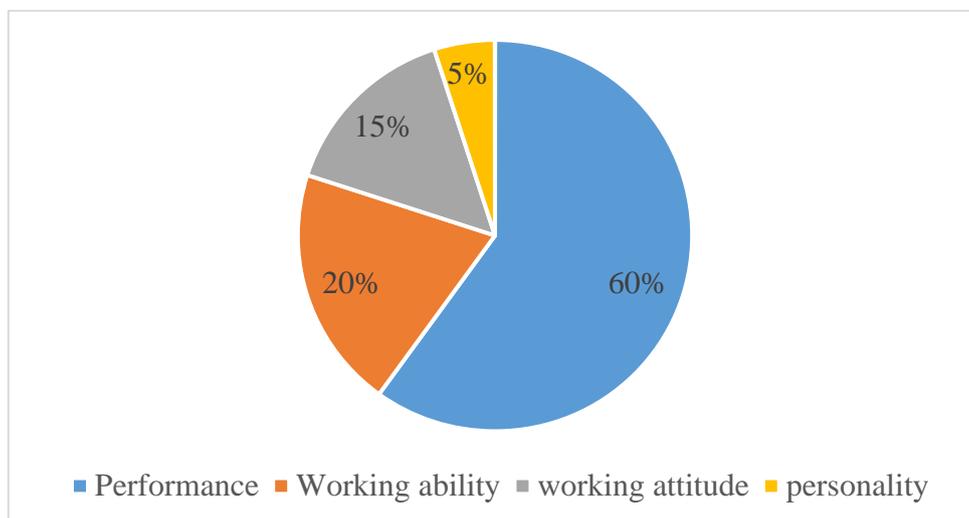


Figure 1. Performance appraisal methods

3.3 Imperfect Communication and Feedback in Performance Appraisal.

The effective implementation of performance appraisal can not be separated from communication and feedback. Without communication and feedback performance appraisal, employees can not get the working effect during this period, which will only make employees work more blindly. Performance feedback ensures the transparency of assessment information and gives every employee full right to know. At the same time, procedural performance complaints can effectively reduce the injustice caused by human factors, making the whole system more perfect. For example, some companies did not communicate effectively with the assessed before performance appraisal, and the competent departments only did enough appraisal plan and did not do counseling work before performance appraisal. After the end of the assessment, the staff are only routinely informed of the results of performance appraisal, without discussing the measures and plans for performance improvement, without establishing an effective communication system, and without the guidance of managers on staff's inadequacy and failure. In addition, the evaluation process does not establish a complaint mechanism, many employees have objections to the results of the assessment, but can not defend themselves, which easily leads to misunderstandings and conflicts between employees and managers, negative attitudes towards work, but reduces job performance. For most employees, performance appraisal is reduced to the means and tools for company leaders to supervise them. Performance appraisal can not be widely understood and supported by employees, and often becomes a mere formality.

4. Measures for Performance Management Informationization Practice Optimization

4.1 Specification and Optimize System Operation Process.

In the work of information management of performance management, we must always adhere to the working principle of simultaneous promotion of theoretical practice and informatization support, focus on the process of integrating performance management information technology system, strengthen the support of technology platform, and perform performance through performance management information system. The process of formulating, evaluating, supervising, and evaluating indicators, as shown in Figure 2., continuously improves the level of performance management informationization, and promotes the specificization, scoring, accumulating, and openness of taxation work and performance management assessment. Standardizing and optimizing the operational process of the performance management information system is an important part of improving the performance management information system. In the information construction, the grassroots national taxation department must strive to achieve performance management informationization and integrate into all aspects of performance, including performance plans and indicators. Set-up, process monitoring, result generation, etc., continuously work on optimizing the system flow, and promptly put forward and solve the problems existing in the actual operation of the system operation process. The main staff of the performance office should listen carefully to the performance manager. And the operation and use of relevant personnel, extensively soliciting suggestions for improvement, concentrating the wisdom of the grassroots national tax cadres, building consensus, ensuring the operability of the information system is gradually enhanced, and the version of the performance management information system is continuously updated and optimized, and the system is more mature. Stereotypes make system operation easier.

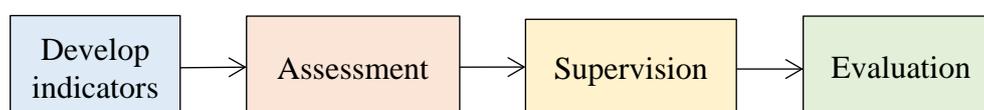


Figure 2. Performance management information model

4.2 Establish an Information Management System.

Performance management is a systematic project. The performance management of national tax

authorities must adhere to the combination of assessment and evaluation, analysis and supervision, and establish a standardized and refined performance management mechanism. The analysis and evaluation system refers to the establishment of daily analysis, evaluation and other mechanisms in accordance with the established performance plan and performance evaluation indicators, adhere to monthly small analysis, quarterly analysis, and analyze and evaluate the problems exposed in the implementation of indicators and performance. Feedback from the higher-level appraisal department and performance office to promote a qualitative cycle of performance appraisal. At the same time, through the performance of the evaluation meeting. The performance evaluation meeting mainly informs the completion of the performance task, studies and implements the key tasks, solves the problems related to performance management, and the basic procedures of the performance evaluation meeting: the performance office reports the overall situation of the performance management work, and each unit combines the actual work and reports the performance task completion. Situation, analysis of problems, suggestions and next steps, etc., the heads of the bureaus in charge of the work need to comment on the performance management of the department in charge, the main responsible person to request the overall performance management informationization work.

4.3 Cultivate the Talent Team for Information Management.

Grassroots cadres are the performance appraisal targets and the implementers of performance management. The department performance office staff should train young cadres to become performance management professionals, build a high-quality performance management team, and establish a performance management talent pool and faculty. With the construction of backbone forces to drive the overall team building, increase the training and use of performance full-time personnel, and cultivate and build a performance iron army through multiple channels. Continuously strengthen the training and education of professional cadres for performance management, and guide cadres to pay attention to performance work. Through the website, work briefs, WeChat Weibo, and organizational performance theory and practical training, let cadres and workers understand what performance management is and what needs to be done. How to do it, deepen the understanding and understanding of performance management, truly grasp the concepts and methods of performance management, make performance improvement become ideological consensus, and continuous improvement becomes conscious action. It is necessary to combine the accomplishment of organizational performance goals with the realization of personal vision, to help cadres and workers achieve their personal vision through the realization of organizational performance goals, and at the same time to promote organizational performance goals to a higher level through the completion of personal vision.

5. Summary

Performance management is the top priority in human resource management. Effective performance management can help to tap the potential of employees, maximize the value of employees, and effectively improve the efficiency of employees, thus bringing more benefits to enterprises or related units. Create greater value. Therefore, performance management has attracted more and more attention in the theoretical field. The effective combination of value management and performance management helps to maximize corporate value.

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