

## Performance management research in China

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### Abstract

**Based on the analysis on the formation of performance management in our country, our country's performance appraisal is the highest, the result is more important than process, assessment focuses on development, evaluation and strategy, and characteristics. This article in analyzes the challenges of performance management on the four major problems of performance management in our country at present, a sense of fairness is pushing, staff, examine the lack of systemic and method too simple. Finally, according to China's future development trend, put forward some countermeasures to improve performance management in our country.**

### Keywords

**Performance Management, Challenges, Solutions.**

### 1. Introduction

Performance management is important for an organization, as it helps organizations ensuring employees are working hard to contribute to achieving the organization's mission and objectives. Performance management sets expectations for employee performance and motivates employees to work hard in ways that is expected by the organization. Moreover, performance management system provides a completed and professional management process for organizations to assess the performance results of organizations and employees. Employee performance could be expected, assessed and encouraged. The importance of performance management system is on continuously improving organizational performance, and this is achieved by improved individual employee performance. Therefore, improving employee performance by using performance management system is a way to improve organizational performance. So, in this master thesis, I investigate the problems and challenges occur every day to meet the requirements of good performance management. Later on, I will elaborate the specific solutions defined by many experts in this field as how to tackle the situation at right time and how to face the everyday challenges.

### 2. The Challenges of performance management

Performance management is often used as the “backbone” for many HR systems [1]. For example, compensation decisions are linked to performance review data. The challenge is that because performance management data is often perceived as invalid because of flaws with what is measured or the process for collecting and calibrating the data, it undermines the confidence of all subsequent decisions based upon it – rewards, development and coaching, and placement and promotion. Therefore, the search for solutions should not be limited to so-called best practices and tools, but instead should start with a deep debate within the executive team about their philosophy and strategic people objectives regarding performance differentiation. Then the focus can shift to how best to achieve those outcomes.

Solutions must start with a core point of view (and resultant policy position) with regard to performance. Often we hear the assumption that the core purpose of performance management is to enhance employee motivation. That is a point of view, and perhaps a valid one in some contexts, but

generically it is worthless. A company must find its own point of view on the core purpose of performance management and then design a system to achieve it. For example, the notion of separating pay from developmental feedback is a core design philosophy that precedes all discussion about training our leaders to do a better job of giving feedback, which is often jumped to as a solution.

### **3. Problems in Performance Management**

At present, the author thinks that performance management is at least the following several questions:

#### **3.1. Seek quick success and instant benefits**

The problem is mainly shown in three aspects: (1) examination is given priority to with short-term goals. (2) The inspection too often; (3) the inspection standard is too high, impractical. Compared with the U.S. companies, Chinese enterprises' performance appraisal frequency is relatively high [2].

#### **3.2. The employees of injustice**

In China, employees are not satisfied with performance appraisal is not only a problem, but also has a strong sense of injustice. Research in the west now, and flat includes results and flat, degree of fairness, justice. The author found that correspond to the three fair of injustice are present in the performance management of our country.

#### **3.3. The assessment on the perfect performance management involves all aspects of the enterprise is a systematic project.**

At present, Chinese performance management on the perfection of the phenomenon is more serious, especially in the following two aspects: (I) the assessment content just results regardless of the process. (ii) Assessment method to assess type, rather than development type. At present, the enterprise mainly take performance management assessment type, single use assessment of performance management, not ignore the development of performance management performance management work.

#### **3.4. The method is too simple.**

The enterprise pays a lot of attention to the performance management in our country, but generally is not value of performance appraisal method, the method is very simple, can even be called rough or rough, managers only pay attention to this and closely related to the results, do not take the process of examination.

### **4. Solutions in Performance Management**

#### **4.1. The relationship between employees and their manager is key**

Though good processes are important in any performance management system, the human element is the most important component in whether employees perceive the system as effective. The relationship between an employee and his or her manager is the key factor in driving those perceptions, and it accounts for the great variance in those perceptions among the employees we studied [3].

clearly communicated performance standards and what good performance in a role looks like  
focused on employee strengths rather than weaknesses

helped employees understand that the purpose of the performance management system was to aid in their development; it was not just an activity required for pay or promotions

communicated regularly with their team members on performance expectations, rather than once a year

A company might have a world-class performance management system in place, but the system is only as effective as the managers who implement it. Companies that want to increase organizational and employee performance and productivity should invest in getting the right managers in place and support them in engaging their employees.

#### 4.2 The Motivation Is Critical in Employee Performance

A good working definition of motivation is this: motivation represents a measurable increase in both job satisfaction and productivity. The motivated worker does his job better and likes it more than those folks who are not so motivated [4]. What generates real motivation is the first set of factors mentioned: opportunities for achievement and accomplishment, recognition, learning and growth, having some say in how the job is done, and worthwhile work.

#### 4.3 Key Changes for High Performance

Paradigm shift. What used to work no longer does. Managers need to:

- 1) Be real – communicate openly and often.
- 2) Set stretch goals and inspire individuals to work to their potential.
- 3) Get out of the way – trust their teams and empower employees with accountability.

### 5. Conclusion

Guiding questions are a significant tool when in a problem solving dialogue. Regardless of the emotional response of the employee, we must always focus on the problem behavior not the problem employee. It is not personal. Two key things to keep in mind are: (1) Always treat the employee with professionalism, dignity, and respect. (2) You are responsible for the performance of your entire team. If you let the lack of performance of any one person go unaddressed because you are uncomfortable dealing with it, you are being unfair to everyone else on the team. As a result, you would not be fulfilling your job responsibilities as a team leader. It is your responsibility to address any individual issues that are affecting the team's performance or morale [5].

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