



**STUDY ON PERFORMANCE MANAGEMENT OPTIMIZATION OF
NANJING YANGTZE TRANSPORTATION COMPANY**

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NANJING YANGTZE TRANSPORTATION COMPANY**

THEMATIC CERTIFICATE

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This independent study has been approved as a partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

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ABSTRACT

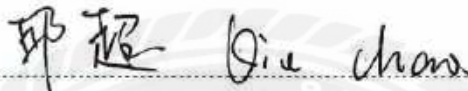
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Performance management has been widely used in enterprise management in recent years, and its instrumental characteristics are prominent. Urban public transportation has the advantages of saving land resources, energy saving and environmental protection. Prioritizing the development of public transportation is an inevitable requirement to alleviate urban traffic congestion and improve resource utilization. However, due to the contradiction between public welfare and operating nature of the bus industry, most bus companies, especially county-level bus companies, face the dilemma of long-term losses. As a labor-intensive enterprise, public transport companies urgently need to start with performance management in order to achieve the purpose of improving their management level and promoting their long-term development.

Based on an in-depth analysis of the current performance management system, from a strategic perspective, a set of performance management optimization plans that meets the company's actual situation was proposed, in order to improve the company's performance management level.

This paper used the key performance indicators and balanced scorecard method to design key performance indicators for different levels of Nanjing Public Transport Corporation, and assigned different weights to the indicators. During the implementation of the company's performance management system, according to the performance management cycle theory, each link of the performance management process was optimized. In order to ensure smooth implementation of the optimization plan, measures such as setting up a performance management agency and building a

performance management culture was proposed. The research conclusions of this paper provided specific guidance and suggestions for companies to improve their performance management level, and also provided inspiration and reference for public transport companies in other cities.

Keywords: Nanjing Yangtze, Transportation company, Bus companies



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Light and shade come in swift alternation; Days and months flash by as quickly as a weaver's shuttle.; Light travels like an arrow, and time like a shuttle. It has been two years since I entered the University of Siam, which also means that my graduate study life is coming to an end. Memories of the past, an international student left the home country to a strange place to live and study, I not only experienced countless hardships and loneliness, but also experienced a lot of happiness and warmth. I have not been accustomed to Thai life for a long time, but now I feel that this has become my second family. Two years of student life is coming to an end, I have a lot of thanks to express.

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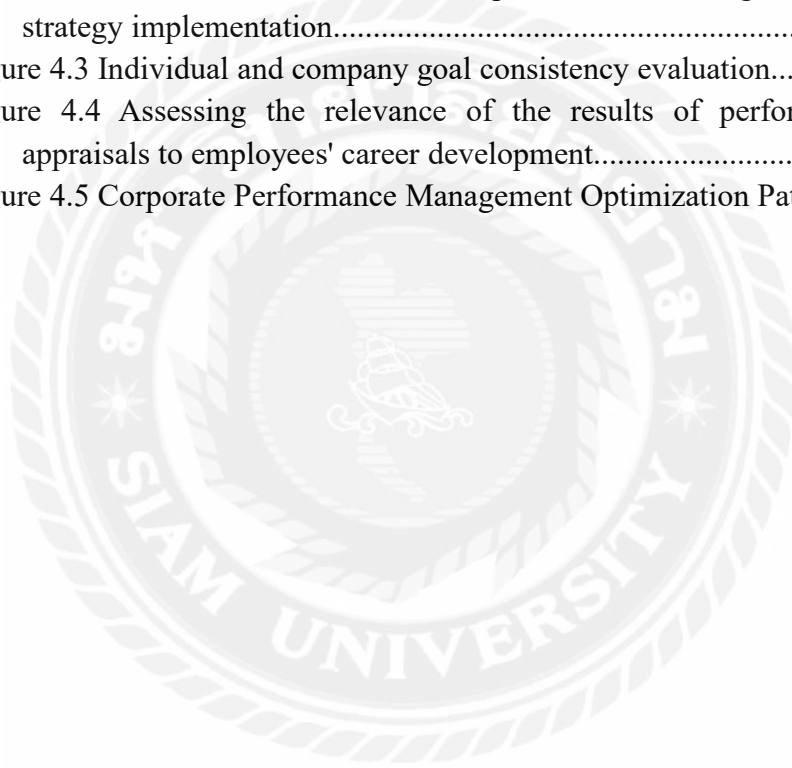
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1. INTRODUCTION

1.1 Background

Since the reform and opening up, China's economy has developed rapidly, the urban-rural integration process has accelerated, and the living standards of the people have significantly improved. People have put forward new requirements for the development of urban public transportation, convenience, economy, and safety. At the same time, with the rapid development of China's automobile industry and the rapid growth of private car ownership, urban road traffic is facing tremendous pressure, and traffic congestion has become an important issue restricting urban development. Urban public transportation has the advantages of saving roads, energy conservation and environmental protection. Prioritizing the development of public transportation is an inevitable requirement to alleviate urban traffic congestion and change the mode of urban traffic development.

In November 2005, the article "Opinions of the General Office of the State Council and the Ministry of Construction on Prioritizing the Development of Urban Public Transport" clearly stated that adjustments must be made in infrastructure, operating agencies, etc., and the use of public transport must be ensured. priority. In December 2012, the State Council issued the "State Council's Guiding Opinions on the Priority of Urban Public Transport Development", which puts forward the idea of establishing the priority development of public transport, grasping the principles of scientific development, and implementing accelerated development policies. It can be seen that with the clarification of the public transport priority policy, the development of public transport has received more and more attention.

Facing the current good external environment, urban public transportation has ushered in a golden age of development. However, due to the influence of old concepts and old systems, many bus companies in China still have problems such as low work efficiency, low service quality, and backward performance management concepts, which have severely restricted the development of bus companies. Therefore, how to improve the management level of bus companies, improve the quality of services, and increase business efficiency has become an urgent task facing bus companies. As a labor-intensive unit, public transportation enterprises occupy a very important position in enterprise management, and performance management as its core content needs to be continuously improved. Transit companies must strengthen performance management, establish a set of performance management systems that

not only meet the needs of the external environment, but also promote the healthy and sustainable development of the company, and use scientific assessment methods to promote the overall improvement of the management level of the bus companies. The main role in urban transportation.

The research object of this article is Nanjing Yangtze Transportation Co., Ltd. (hereinafter referred to as "Nanjing Bus Company"), a wholly-owned subsidiary established by Nanjing Transportation Group Co., Ltd. (state-owned holding company). It realizes the combination of government subsidies and independent management. Nanjing City is located in Jiangsu Province. With the rapid development of the economy, people travel more and more frequently, and travel methods are becoming more and more diversified. Although Nanjing has only one bus company, it still faces competition and threats from other modes of travel. How to maintain efficient operation and achieve the company's development goals has become the top priority of Nanjing Public Transport Company. In this process, the company urgently needs to change the current situation of poor performance management, establish a comprehensive and systematic performance management system, improve the management level of the enterprise, and promote the healthy and sustainable development of the enterprise.

1.2 Research purpose and significance

Public transport companies play a dominant role in urban transportation, and the current public transport industry generally has both public welfare and operational status, and often suffers losses. Based on the performance management related theories, this article takes Nanjing bus company as the research object, analyzes the problems existing in the company's performance management, and builds a system that can effectively improve the performance management of local public transport companies, with a view to improving the company's performance management level and the company Competitiveness, laying a solid and reliable foundation for the company's future development and better meeting the travel needs of the local people.

The significance of this study is mainly reflected in two aspects:

Performance management is an important part of human resource management. Although most domestic companies have realized the importance of performance management, only a few companies can achieve correct and effective performance management. The performance management theory is derived from the business management practices of western countries. Combining it with localized bus enterprise management is the enhancement and sublimation of the performance

management theory, and it is also conducive to the establishment of county-level state-owned enterprises' performance management systems.

In addition, the combination of this study with specific industries fills in the gaps in the use of performance management in the management of the bus industry, and opens a new perspective and direction for the management research of the bus industry. In the study, based on the performance management practice of Nanjing bus company, the company's general profile, especially the distribution and composition of human resources, was analyzed in depth, so as to summarize the problems existing in the performance management of Nanjing bus company, from index design and process implementation. Corresponding improvement measures are proposed in other aspects to optimize the performance management plan and improve the performance of company management. Public transport companies have some commonalities with other public welfare companies in performance management. Therefore, the related opinions proposed in this article have certain reference value for other similar companies.

1.3 Research Status at Home and Abroad

1.3.1 Foreign Research Status

At present, foreign research on performance management is relatively mature, has formed a relatively complete theoretical system, and has been widely used in business management practice.

The origin of performance management can be traced back to performance assessment. According to Deris et al., Robert Owen introduced performance appraisal to Scottish industry in the early 19th century. Performance appraisal in the United States was first applied to the military in 1813, and from 1842 the federal government implemented performance appraisals for government officials. American management guru Peter Drucker (1954) put forward the concept of "target management" in "Management Practices", thinking that an organization should first establish the desired goals, and then decompose the goals into specific and executable actions for each member of the organization. Work tasks and management assessment based on their final completion. In the late 1970s, the American management scientist Aubrey Daniels (1975) formally proposed the concept of "performance management". Since then, scholars have carried out systematic and comprehensive research.

(1) Performance management implementation

In recent years, the research direction of performance management has shifted

from research focusing on methods to practical application. Mike Bourne et al. (2000) proposed that the establishment and implementation of a complete performance evaluation system consists of four steps, including the design and selection of performance evaluation indicators, the application of the performance evaluation system, and the verification of strategic assumptions. Corey Miller et al. (2006) believe that at least 10 to 14 evaluation elements must be selected for performance evaluation of employees in order to ensure the accuracy of performance evaluation. The results of superior performance evaluation are more accurate than those of colleagues and subordinates, considering the number of direct superiors. Less, the evaluation results of all colleagues and subordinates can be processed by weighted average. Nicole Stricker et al. (2016) studied the application of linear programming to the optimization of KPI indicators in production lines, and believed that the number of KPI indicators can be reduced through linear programming. Martin et al (2016) When constructing an automotive industry logistics performance evaluation system, the principles of design performance management are proposed to include factors such as the organization's internal vision, efficiency and effectiveness improvement, value enhancement, employee motivation, and employee potential development.

(2) The role of performance management

Jawahar (2006) believes that employee satisfaction with performance appraisal can increase employee satisfaction with work, at the same time increase employee loyalty to the organization, and reduce employee turnover. The results of the study by Bard Kuvaas (2006) show that employee satisfaction with organizational performance evaluation directly determines whether employees are loyal to the organization and whether there is a tendency to leave. Jamie Gruman et al. (2011) attaches great importance to the motivation of employees. They believe that employees are the guarantee for the long-term development of the company. Only by enhancing the sense of responsibility and mission of employees and cultivating employees' sense of ownership, can the realization of personal value be combined with the development of the company. And then improve the overall performance of the company.

1.3.2 Research status in China

In the 1990s, performance management related theories were introduced to China, and domestic scholars began research on performance management theory. With the rapid development of China's market economy, many corporate managers recognize the importance of performance management and apply performance management theory to management practices. In recent years, domestic scholars have conducted in-depth theoretical research and practical exploration of performance management on

the basis of absorbing foreign research results and combining with the practical experience of Chinese enterprise management.

(1) Understanding of performance management

Zhu Yu (2001) proposed the use of the PDCA management cycle, applying the four major evaluation systems of 360 degrees, BSC, MBO, and KPI to enterprise performance management to achieve effective management. Li Zongsheng (2005) believes that performance management is the best way to achieve an enterprise development strategy. Four key links must be highlighted: performance management planning system, performance management process control, performance management evaluation basis, and performance management reward and punishment measures. . Lu Junhua (2011) believes that the current enterprise management has entered the stage of strategic management, and balanced scorecard and economic value added are the future development direction of enterprise performance management, which needs to be continuously improved in combination with practice. Jianqiao Liao (2013) believes that Chinese enterprise performance management has the characteristics of performance supremacy, emphasis on results rather than process, and disconnection with strategy, which is not conducive to the development of the enterprise. It is proposed that performance management should be based on strategic drive to maximize the execution ability of the enterprise, so as to realize the enterprise. It is proposed that performance management should be based on strategy and maximize the execution ability of the enterprise to achieve the strategic goals of the enterprise. Ren Darong (2014) recognized the actual value of performance management in enterprise management and believed that the implementation of performance management can summarize and analyze the performance data of each employee, so as to make a reasonable evaluation of the work status and results of employees. Wang Yanqin (2015) believes that informatization has a greater impact on corporate performance management. It is necessary to reform performance management concepts, management methods, managerial roles, and incentive methods, and establish a performance management system oriented to corporate strategy.

(2) Performance management of state-owned enterprises

Chen Yujin (2012) believes that the performance management of state-owned enterprises has problems such as insufficient attention from the leadership, inadequate decomposition of corporate goals, lack of full participation in performance management, and neglect of feedback mechanisms. He proposed raising leadership awareness, establishing a reasonable assessment and evaluation system, and effective Improvement measures such as performance appraisal feedback mechanism. Hu Wei(2012) Focused on the problem of the imperfect performance evaluation and

evaluation system of state-owned enterprises. It is believed that the current practice of assessing financial indicators is not conducive to the achievement of the company's overall strategic goals. The concept of the balanced scorecard should be fully used for reference. Establish a performance management system. Yan Sainan (2010) believes that the performance evaluation of Chinese state-owned enterprises has problems with the form of the evaluation workflow, unscientific performance evaluation standards, and neglect of performance evaluation feedback. State-owned enterprises should update their performance evaluation concepts, determine scientific evaluation standards, and establish dynamics. Performance appraisal system. Wang Shiyue (2016) believes that there are problems such as inadequate recognition, inappropriate application, and unscientific incentive mechanisms in the performance management of state-owned enterprises. To address the above problems, we must adhere to the principles of performance management and build on the basis of clear management goals and strategic positioning. Reasonable and operable performance management system, improve employee promotion mechanism, and effectively play the role of performance management. Zheng Jianhui (2016) proposed that the power industry performance management index system should be constructed from the dimensions of performance evaluation, peer benchmarking, key tasks, and short-term work. Zhu Shunning (2017) believes that in the performance management of state-owned enterprise executives, there are problems such as incomplete pay performance mechanisms, inadequate recognition, lack of corporate culture, and personalized psychological needs, and so on. It is necessary to adopt a sound pay performance evaluation mechanism, improve performance management awareness, and establish People-oriented corporate culture, attention to employees' psychological conditions and other measures to improve performance management. Jin Lin (2017) pointed out that the performance management of state-owned enterprise employees has problems such as inadequate recognition, irrational design of assessment indicators, inadequate coordination of various departments, and assessments affected by personal subjective factors. Targeted measures such as improving the performance of the assessment system.

(3) Performance management of bus companies

Xu Jiaman et al. (2013) used a balanced scorecard to evaluate the performance of BRT, combined with the operating characteristics of BRT, and established a performance evaluation indicator system from the four dimensions of citizen, finance, internal process, learning and growth. Haiyan Wang (2011) believes that the factors that affect the performance of the city's bus industry include the industry environment and resources, bus companies, and passengers. It is necessary to build a city bus industry performance evaluation system from these three aspects. Dai Yating (2015)

believes that the performance management of China's bus operating companies has backward concepts, lack of corporate strategy, and unreasonable performance evaluation indicators. It is necessary to update ideas, formulate strategies and improve indicators through internal reforms to improve the performance management system of bus companies. Song Bo (2011) proposed performance evaluation methods for the public transport industry, including alternate ranking method, narrative table method, mandatory distribution method, key event method, scale evaluation method, and computer and network-based performance evaluation methods. Zhao Guangna (2016) believes that when a bus company constructs a performance evaluation indicator system, it should be based on key performance indicators and combined with reality. Performance evaluation indicators are divided into qualitative indicators and quantitative indicators according to the nature of the difference.

1.3.3 Review of Research Status

At present, performance management has become increasingly prominent in the entire management system of an enterprise. After long-term research and exploration in western countries, performance management has accumulated rich experience, and the theoretical system has also been perfected. Although the development of performance management in China is gradually deepening, compared with western countries, there is still a large gap. Most of the domestic performance management research focuses on the use of performance management theory and assessment methods. Later, it gradually combined with the management practices of specific industries, but it was rarely combined with the public transport industry to conduct specific analysis and research. The research of county-level public transport enterprises is still lacking.

2. LITERATURE REVIEW

2.1 Study abroad

(1) Research on the origin of performance management ideas

Performance management was first proposed at the beginning of the last century, but the theory gradually came to the back of practice in the development process. At the same time, as the theory evolved, its limitations were also revealed. With the advent of the global information age Performance management also shows new developments that are different from traditional concepts. After much brainstorming, the concept of performance evaluation has been formed on the level of performance evaluation and optimization.

Levinson (1967) pointed out in the Journal of Economic Development that the performance evaluation system should be closely integrated with the development of the times. The performance evaluation system that runs counter to the development of the times has significant shortcomings in the implementation process. Spangenberg (1992) believes that the previous performance evaluation has not been combined with its social background and company background, and modern performance evaluation should measure a variety of realistic factors, and should consider all the factors that affect performance. Only such evaluation Scientific and comprehensive. Pamerter pointed out that the performance evaluation should pay attention to the personal professional qualities of employees and the improvement of moral quality. Formulating rules but not implementing them well is a kind of management failure: some managers in the company appreciate the employees in front of the public, but they want to fire these employees in their hearts. This is a kind of disregard for evaluation. just. Fandray believes that performance management systems are more professional than performance evaluation and should be replaced.

(2) Performance and performance management research

Bateman (1983) pointed out that in the company, there is a cooperative relationship between employees and supervisors, and individual organizations and teams, and this type of cooperation will determine the attitude of organizational leaders to implement performance management. Murphy (1993) believes that performance is what employees within the company do and the tasks they accomplish to achieve their goals. Campbell (1993) pointed out that professional employees will be affected by a combination of internal and external factors when completing tasks or achieving goals. What employees do may not all meet the requirements of the

company and are all goal-oriented. Therefore, Only those tasks that meet the company's development and truly achieve the company's goals are the real performance. Other things are only related to the employees, not the company's performance. Bates and Holton (2002) believes that performance is not related to process, and company performance is only result-oriented. Even if a worker is very responsible and responsible, if he fails to achieve his goal, it will be regarded as zero performance; economists believe that wages, benefits and effectiveness are the company's s With the equal agreement between the two employees, they promote each other to form an effective cycle; sociologists believe that different individuals in society do what they should do within their scope of responsibility and contribute to society is performance. Bemaxdin and others agree with the following point: the company maximizes profits by minimizing costs while providing customers with high-quality products, and ultimately realizes the combination of economic and social benefits and enhances the company's competitiveness as performance.

(3) Systematic research on performance management

Performance evaluation should be regarded as a detailed planning system. Williamson proposed that the performance system can include the following: first, leaders at all levels and company employees should work together to formulate a practical strategic goal; second, the strategic goal is divided into small goals that can be quantified and achieved by different organizational departments, Organizations at all levels should do a good job of cooperation and communication with their employees. During this process, the capabilities of employees should be improved. At the same time, standardized and quantifiable methods should be adopted to evaluate the capabilities of employees; finally, for the realization of the goals at this stage, the company should give material As well as spiritual rewards, it will further motivate employees to achieve their self-worth while serving the company's goals with a fuller passion in the future.

Flanagan and Baras pay attention to and inspect the performance of employees in the process of work through their own methods. The positive performance of employees and passive downtime can be effectively supervised and managed. Managers can record and special Employees can discuss the forming factors together, and supervisors or managers can supervise and manage the behavior of subordinates through the following methods: First, carefully observe the completion of the subordinates to the target tasks handed over, and the degree of completion of the tasks reflects the work of the subordinates The level of enthusiasm and work ability; second, carefully observe whether the work done by the subordinates every day is the task required by the boss or whether they are doing things that are not related to the work

or laziness, while observing the work status of the employees and the recognition of the company's culture With degree of conformity. Third, observe whether the work done by employees plays a key role in achieving the company's goals. If there are too many events accumulated, they can be classified according to different characteristics or behaviors. The key event method played a very important role in the management community at that time.

At the same time, Peter Druck first mentioned the concept of MBO. He believes that in order to achieve the unimpeded rapid transmission of information within the company, the strategic goal should be accurate transmission in the process from the decision-making layer to the management layer to the execution layer, and there must be no information leakage or wrong transmission; The employee's reward and punishment system should be discussed by the superior at the time of planning, taking into account the opinions and suggestions of the employees, and maximizing the fluidization of company information. In 1992, with the joint efforts and sincere cooperation of Robert Kaplan and David Norton, BSC was successfully invented. This concept caused a sensation in the world as soon as it was proposed, and affected a major reform of the company's performance evaluation. Its most notable feature is the integration of the organization's overall goals and future expectations, to find a balance between organizational goals and employee goals, and the length of planning time. The balance of internal and external factors is also its goal. BSC is not only a tool for evaluating employee performance, but also a personnel mobilization tool used by leaders.

In 1996, Borman and Motowildo categorized performance: the first category is the employee ' s dedication to the position and the task completion status, and the second category is whether the employee can perform well with the staff and the boss. Communication, these two performance evaluation indicators together constitute the overall quality of an employee and whether it is suitable for the company's culture. The lack of any aspect of ability will have an impact on the overall performance evaluation score of the employee. At the end of the 20th century, Conway applied this to job placement. The joint performance has a certain impact on job placement. At the same time, there are many similarities between the relationship between the characters in the two parties and the goal performance.

Yang Jie (2013) pointed out that one aspect of the company's performance evaluation system is its operating health, and there is a correlation between the operation of the company and the level of organizational management. The model shows that the level of performance depends on the ability of knowledge management.

Ma Wencong (2012) believes that factor analysis can express the relationship between knowledge factors. He decomposes knowledge categories from the perspective of knowledge attributes, and explores the relationship between enterprise performance. The results show that some knowledge factors have a repulsive effect among themselves. Some knowledge factors have a reverse effect on the efficiency of business operations. Ye Xuating, Liu Yun and Wang Wenping (2009) have studied the performance data of some large enterprises and found that using the relationship function of production to evaluate and identify the benefits of the enterprise can more effectively explain the empirical analysis results in the enterprise system. The proposed quantitative evaluation model is better used to analyze the performance level of different types of projects, with knowledge resources as input resources and enterprise performance as output benefits, and they are intrinsically linked. Zhai Lixin (2005) pointed out that, for the current quantitative performance evaluation method of research institutions, it puts too much emphasis on the integration of input and output to form a data analysis, resulting in one-sided evaluation results. The article introduces economic research methods and constructs Evaluation model based on knowledge production function. Ye Xiaofeng (2015) built a new knowledge and enterprise performance model. This model also uses three variable factors as core research objects, namely new product development performance, enterprise knowledge inertia and knowledge integration. The article builds a model and conducts empirical research. The results of the study are that external knowledge integration and internal knowledge integration have a positive impact on new product development performance, but the research also shows that the priority of enterprise information management and processes has not had a significant impact on new product development performance, and Put forward a diversified influence relationship conjecture on the company's new product development performance. Man Xiaoli (2010) pointed out that in the related research of organizational knowledge, there is a mathematical description of the relationship between organizational knowledge and corporate performance. The academic circles of economic management agree that there is an initiative in the flow of knowledge and information within the enterprise. Knowledge can increase its value in the flow, and at the same time it also brings competitiveness to the enterprise. The viewpoint has been demonstrated by social relations and the competitiveness of the organization. From corporate culture and organizational knowledge, corporate performance has been enhanced. However, the theories of inertia view support different views. They believe that corporate knowledge greatly reduces the flexibility of the company and cannot adapt to changes in a dynamic environment in time. Therefore, corporate performance will tend to decline with development. Qi Liyun (2009) takes the current Chinese enterprises as the research object, and on the basis of the existing theories, puts forward a theoretical

model based on the customer knowledge management process as a framework, and at the same time adds the enterprise performance factors to explore the improvement of enterprise performance by customer knowledge management Impact. The research shows that the three dimensions of customer response capacity are mutually restrictive and influence each other. The customer response available line is an important intermediary variable in the model and has very important theoretical research value. Ma Jinyan (2013) constructed a knowledge-based employee management model based on individual employees. The theoretical model consists of knowledge identification of knowledge employees, knowledge training of knowledge employees, knowledge sharing of knowledge employees, application of knowledge employees, and knowledge innovation of knowledge employees . Secondly, on the basis of the model, a questionnaire survey method was used to analyze the model factor relationship. The research has obtained the optimal fitting results of the model, and the basic assumptions between the relationships have been basically verified. Shen Li (2007), when studying the relationship between team task performance and knowledge, focuses on the explicit and implicit knowledge in the model to express the conflict between personal knowledge and team knowledge. The article explains that team knowledge mainly consists of two parts. Values and team rules, the model explores the relationship between the individual variables of the knowledge and the team ' s independent variables, and the relationship with the task performance. The research shows that the degree of conflict between the individual and the team of knowledge and the level of task performance are positive. To influence.

Yue Ling (2010) believes that management control is the theoretical basis of performance management. Performance management is a means for enterprises to implement management control. Analyzing the design ideas and methods of performance management from the perspective of management control is an innovation in research. Bring a certain reference significance to actual work. With the changes in the organization's working methods and understanding of human nature assumptions, the basic idea of management control has undergone evolution from simple control, structural control to concordance control, and the design of performance management system has also undergone major changes.

Li Guiying (2011) believes that performance management, as the core of human resource management, has a huge role in promoting the competitiveness of enterprises. However, in my country's specific enterprise performance management practice, there are many problems, resulting in performance management often only exists in the form. She pointed out that to achieve effective performance management, Chinese enterprises should grasp several key points: change concepts, lay a solid foundation,

seize the axis, improve the evaluation system, and build a high-performance corporate culture atmosphere.

Huang Rong (2010) believes that the performance evaluation results of employees are directly related to the level of performance wages, which in turn affects their work enthusiasm. To make a fair and reasonable performance evaluation, managers must conduct effective performance communication with employees and master the methods of performance communication to improve the performance management level of employers.

Liang Xinbo (2010) believes that performance management includes four links: performance planning, performance feedback and coaching improvement, performance evaluation, and application of performance results. These four links form a cyclic system. To establish a perfect performance management system, these four links are indispensable.

Wang Junli (2011) believes that the healthy development of an enterprise is inseparable from the development and management of human resources. Performance management is a core component of human resource management. Any human resource management activity is closely related to performance management. Explain how to give full play to the five aspects of accurately grasping the meaning and characteristics of performance management, formulating a complete and effective performance plan, doing a good job of content design for performance evaluation, selecting the performance evaluation method correctly, overcoming common errors, and improving effective performance feedback. The role of performance management, how to promote the scientific and standardized management of enterprise human resources.

Qiu Yang, Yi Shuping, and Zhou Chenggang (2008) aim at many problems in general enterprise performance management, and from the perspective of strategy-based performance management, propose a strategy-based performance management framework, performance evaluation index system, and performance organization guarantee system. Provide a basis for enterprises to establish a reasonable performance management system step by step. After applying the proposed theory to practical cases, it is shown that the implementation of strategy-based performance management system is conducive to the standardization and standardization of performance management process, and can also effectively promote the improvement of enterprise performance management.

Hu Bin (2010) feels that corporate culture is a prerequisite for the design and operation of performance management systems. Performance management can produce the effect of maintaining and optimizing corporate culture, and the two complement each other. Paying attention to the combination of the two and stressing that performance management penetrates into the corporate culture can enable the corporate culture to play a greater role in the development of the enterprise and create greater benefits for the enterprise. Study the relationship between corporate culture and performance management, find out the combination of them, analyze the necessity of shaping our country's corporate performance culture, explore the specific content and ways of corporate culture modeling based on performance management, establish an excellent corporate performance culture Has very important practical significance.

Gao Baining (2010), Wang Bo (2010), Qin 葵 (2010), Hu Guoliang (2011), Li Guojie (2009) all believe that when enterprises implement performance management, there are often some problems, such as equating performance evaluation with performance management, The performance appraisal project is unscientific, has no humanized design, is implemented by the human resources department alone, and pays too much attention to the results, so that the process is ignored, etc.

2.2 Domestic research

(1) Description of each aspect of performance management

The dynamics of performance management. Zhong Lifeng and Shikan (2002) stated that effectiveness evaluation is a bottom-up system in which every grassroots employee participates. The core of whether performance management is effective lies in the cyclic process of performance planning, performance evaluation, performance evaluation and reward and punishment performance. Chen Min and Qiao Shengpu (2003) applied this principle in concrete practice, and explored the "achievement + reflection" method to evaluate employees, and quantified assessment of some completed work, and the assessment method for abstract work goals should also be more Comprehensive and more innovative, such as: You can check the percentage of the task that has completed the overall goal. Lin Jun and Wu Zhifu (2007) suggested that the company set up a performance evaluation software system based on practice and use a central database with a flat background to complete the company's overall planning, comprehensive budget, and comprehensive statistical analysis and other management functions. Fu Yahe and Xu Yulin (2009) set up their system as a performance plan and a continuous communication and participation system based on the repeated changes in performance management. This system is likened to a fusion system for managing companies and employees. Yue Peng and Ren Hao (2011) do not

stick to the ideas of their predecessors. From different perspectives of evaluation, they focus on the process to clarify the organization's assessment system. Based on the company's profitability and competitiveness, they formulate reasonable and consistent The company's future development decisions.

Performance management based on company knowledge strategy. Yan Guanghua and Li Jianwei (2001) pointed out that strategic objectives determine the need for knowledge performance management. Although ordinary employees, as managed persons, they should also strengthen their sense of participation and enhance the effectiveness of communication with each other. Xie Hongming, Liu Changyong and Li Xiaotong (2002) used the ideas of their predecessors to determine the corresponding relationship between knowledge reserve and knowledge application. Different knowledge management methods and strategies will have completely different effects on the development of the company. Can they improve Company performance is still debatable. Liang Shaohui and Song Lu (2007) believe that whether employees have the ability to complete their work tasks and how to complete their work tasks are very important, which is directly related to the effectiveness of knowledge management. The two scholars then proposed a knowledge management model. Luman and Wuzhong (2008) applied a number of combinations in mathematics to study and analyze some key data, and obtained employee performance scores for evaluation. Liu Yongmei, Wang Qi and Peng Liangang proposed that the company should conduct research on how to manage based on the explorations of its predecessors and my country's national conditions.

Goal-based performance management. Hu Lihong (2006) and others believe that the implementation of the plan and process should be organically linked to the completion of the company's goals, and the system should be comprehensively considered whether it is work-focused or people-focused, and new performance evaluation standards and work processes should be reconstructed. Li Hengquan and Qiu Xiangyang (2006) put the responsibilities undertaken by employees in the process of performance assessment of target management, and conducted a detailed inspection of the performance of employees' responsibilities. Liu He(2006) believes that performance appraisal plays an important role in the company's specific operation process and promotes the development of management discipline theories. At the same time, the domestic and foreign research focuses on performance appraisal also vary, but they all promote this from different levels. The development of theory and practical application. Liu Yongli (2004) and Sun Xiaolei (2008) proposed that the company should adopt a reasonable and correct target management system to promote the enthusiasm of employees and the excellence of the tasks. How should the

company's system design motivate employees and encourage them to work in a better state. Consider it, give full play to the work ability of employees, and further improve the company's management system. Liu Daoxu (2011) The company should give different weights to different goals. Not every goal requires people from all over the company to cooperate sincerely and exhaust all their energy. The company's performance evaluation should also have some choices. There should be different measures for the implementation of goals that are very important.

(2) Overview of performance management evaluation models

360-degree evaluation method. Wang Dan and Zhou Shu (2003) pointed out that the problem that the human resources department urgently needs to deal with is how to use clever methods to measure the achievements of employees. In combination with the actual method, after continuous theoretical improvement and practical operation, its measurement is more accurate. Chen Wanming and Zhuoyue (2003) believe that this method can effectively make up for the shortcomings of the previous single evaluation, and can evaluate the work performance and capabilities of employees in multiple dimensions, avoiding the "leadership approval" performance evaluation standard, and its Competition is more fair, and at the same time it can make up for the deficiencies of former superiors to manage lower-level employees. Communication between different departments should be strengthened to gradually improve the team's sexual construction. Li Hua, Ren Rongwei, and Jiang Xiaopeng (2004) believe that it is feasible to use this method to evaluate the performance of employees in theory, but the actual implementation of the company must be considered in practice. Gradually improve its operability and integration to finally achieve the effective execution and application of performance management. Zhou Ying, Liu Xinyan and Shu Chang (2009) believe that a company's cultural environment or background has a non-negligible influence in the application of 360 methods. Xia Yun (2011) pointed out that the core of 360 degrees is a radical transformation of the traditional performance evaluation method, which was transformed from the simple method of evaluating the lower level by the original superior to the all-round evaluation of the company's employees.

KPI performance evaluation. Research by Wu Zhiming (2001) found that organizations or companies in real society cannot effectively materialize performance evaluation indicators, but abstractly evaluate and roughly compare them. Therefore, he proposed the SMART principle of the KPI model, that is, tracking records to solve This difficult to quantify problem. Zou Liquan (2003) believes that when evaluating performance indicators, key indicators should be determined according to the company's overall strategic objectives. These indicators can effectively reflect the

driving factors of key performance. The establishment of KPI indicators should focus on company entities, development processes, and overall plans. Hu Zuozheng (2003) puts forward the difficulties encountered by the company's performance evaluation, focusing on describing the principle and application of KPI, and pointing out the factors that KPI should focus on in practice. Ren Jing (2005) commented on the sensitivity of the KPI evaluation. She believes that the KPI scoring system should not only start from the inside, but also properly emphasize the impact of the external environment on performance. Gu Yingwei and Li Juan (2007) believe that under the overall requirements of the company's strategic objectives, key performance indicators should be quantifiable business tools. It can prompt the company's management to determine the main powers and obligations of each position. The management within the department should emphasize the performance evaluation factors of the personnel in the department. Su Yilin (2010) believes that the rational establishment of KPI should start with the performance process, content and principles, and puts forward some effective enlightenments when practicing KPI.

The balanced scorecard method (BSC). Bao Xicheng (2004) gave a main introduction from its content, shortcomings and advantages. And put forward the matters needing attention when using. Zhao Quanchao, Zhao Guojie and Wang Juying (2004) revised the theoretical system of organizational performance through some adjustments and upgrades according to the BSC method, and at the same time proposed innovative ideas and methods for the evaluation of organizational performance. Yang Chengyan (2006) linked the role of the BSC method in the company as a whole with the role of the EVA evaluation system, and proposed the use of a new BSC system. Li Jianli (2006) based on the application of the two methods proposed by Yang Chengyan, proposed that the method used by the decision-maker and the manager to evaluate the other party's achievement of the goal or the completion of the task will work together to promote the company's progress and development of. Zhu Qihong (2006), Qiao Jun, Qi Xiaogari, and Chu Junsong (2007), combined BSC with practice to improve it, so as to better promote the development of practice, and make it widely applicable in China. Chen Jianjun (2007), after deeply understanding the defects of the BSC model, combined with his own research, finally proposed a KMS model that can make up for its defects. This performance appraisal system includes four perspectives, namely resource utilization ability, innovation ability, competence ability and financial professional knowledge reserve. Through these perspectives, the effectiveness of the model is evaluated. According to the characteristics of the balanced scorecard, Wen Wei and Yang Jianhua (2008) solved the problem of difficult to quantify the key indicators by using the basic analysis method, and conducted a comprehensive evaluation. A more systematic system was

established from the aspects of accounting, customers and resources. Company knowledge management performance evaluation model.

2.3 Basic company profile

Nanjing Public Transport Company is a wholly state-owned public transport company of Jiangsu Provincial Communications Group Co., Ltd., with a registered capital of 800 million yuan. Its business scope includes passenger transport: chartered passenger transport within the county, passenger public transport; station: passenger transport station operation. The company has social benefits and is directly funded by the provincial government. The company manages and manages state-owned assets.

In 2007, Jiangsu Province promoted the reform of nationalization of public transportation. Jiangsu Provincial Transportation Group Co., Ltd. purchased public transportation lines, vehicles and personnel from the private enterprise Pukou County Highway Transportation Co., Ltd. and established Nanjing Public Transport Company. With the implementation of the public transport priority development policy, the company has developed rapidly. In 2015, according to the deployment of local urban-rural passenger transport integration, the company purchased some township dedicated lines, and the bus network was further expanded. Since 2017, in order to create green transportation, develop a low-carbon economy, and promote energy saving and emission reduction, the company has gradually replaced traditional fuel vehicles with new energy buses to achieve the replacement of public transportation.

After years of hard work, the company's business network has been further expanded, service levels have been further improved, and the company has achieved substantial development overall. At present, the company has more than 400 employees, operates 285 vehicles, and has 61 routes, making a great contribution to local travel. However, because the company implements the mode of combining government subsidies and independent management, it has a certain public interest. There is a contradiction between public welfare and business management, and the loss is serious. Therefore, it is necessary to start with performance management to improve the company's operating efficiency.

2.3.1 Company Organization Structure

Nanjing bus company has a board of directors, a board of supervisors, and a managerial layer. It has seven management departments and eight fleets, including an office, human resources department, planning and finance department, audit

department, work safety management department, information center, and labor union.

The company's board of directors and board of supervisors are all part-time employees. The company's existing organizational structure is shown in Figure 4.1.

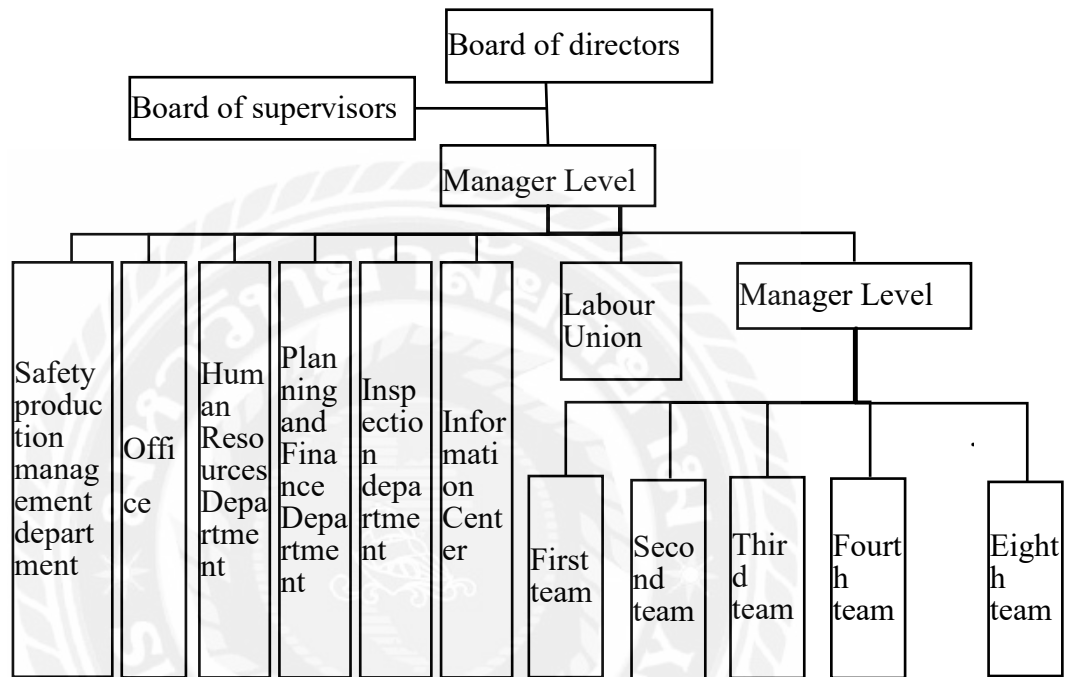


Figure 2.1 Organization Structure

2.3.2 Status of the company's human resources

(1) Distribution of personnel in various departments

The company has a total of 401 employees, including 1 general manager, 4 deputy general managers, 7 middle-level executives, 8 middle-level deputies, 8 captains, 10 captain assistants, and 363 grass-roots employees, 81 managers, 282 bus drivers). The personnel distribution of each department of the company is shown in Figure 2.2:

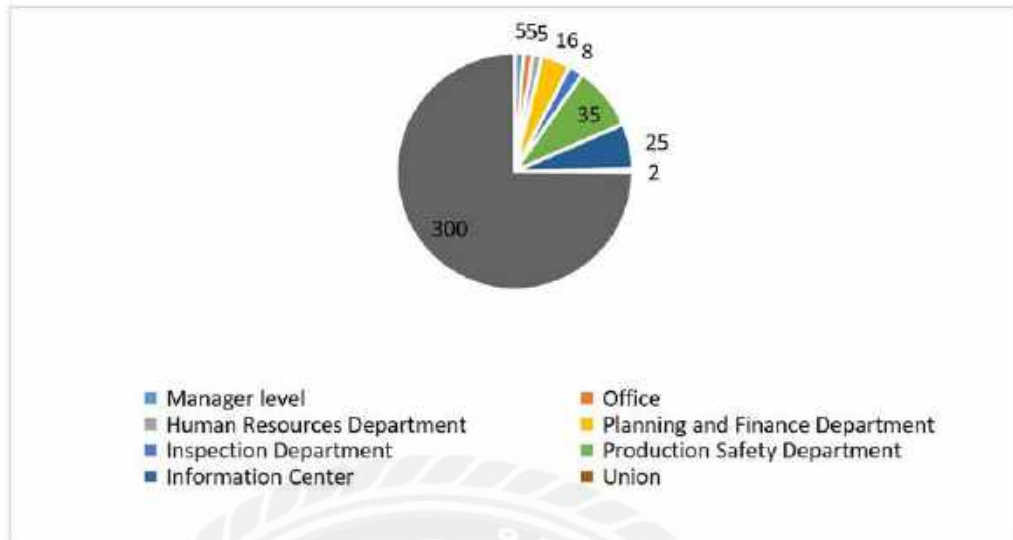


Figure 2.2 Distribution of personnel in various departments of the company

(2) Gender and age structure of employees

The company has a total of 401 employees, 295 males and 106 females, accounting for 73.57% and 26.43% of the total, respectively, as shown in Figure 2.2. The distribution of the number of people in each age group is: 26 people are 20-25 years old, 98 people are 26-30 years old, 116 people are 31-35 years old, 68 people are 36-40 years old, and 45 people are 41-45 years old.

There are 36 people at 46-50 years old and 12 people at 51 years old and above, as shown in Figure 2.3. The employees are at (26, 30), (31, 35) and (36, 40) are more people in the three sections, accounting for 24.44%, 28.93%, and 16.96% of the total number of people, exceeding 70% of the total number, indicating the proportion of young and middle-aged employees Larger and more reasonable age structure.

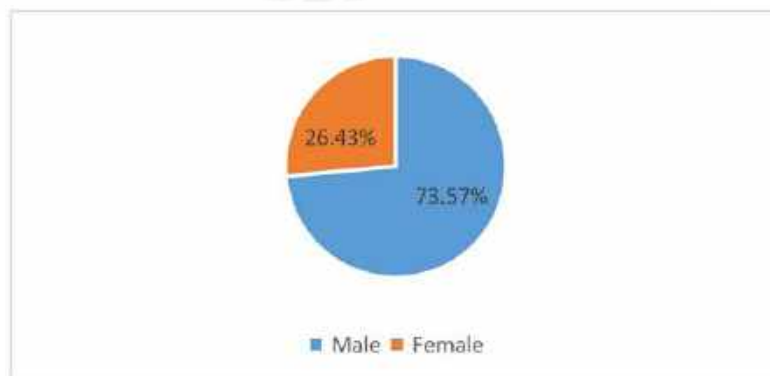


Figure 2.3 Gender distribution of company personnel

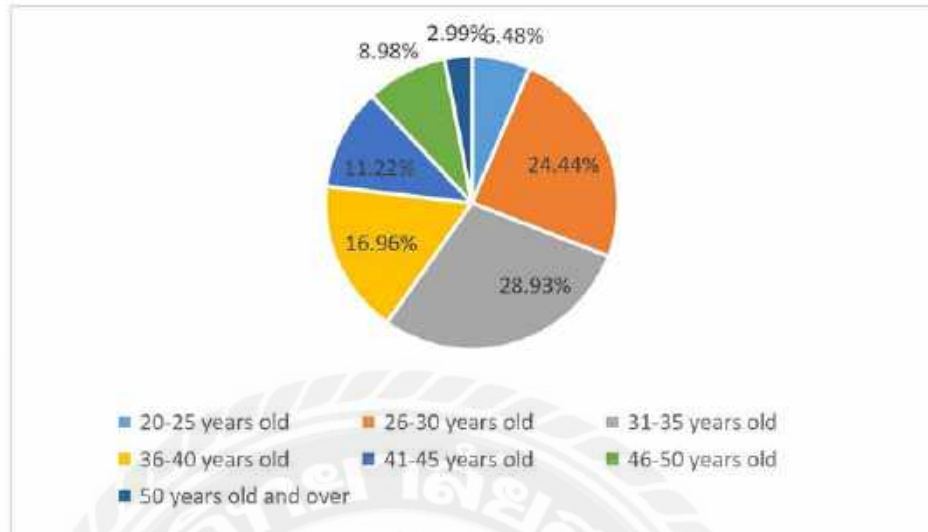


Figure 2.4 Company personnel age distribution

(3) Distribution of employee education

The distribution of company personnel's education is shown in Figure 2.4: 25 people with bachelor's degree, accounting for all employees, 6.23% of the number of people; 43 people with college education, accounting for 10.72% of the total number of employees; 295 people with high school education (including technical secondary school), accounting for 73.57%; 38 people with junior high school or below, accounting for 9.48%. In Figure 3.5, it can be seen that the company has 68 employees with junior college degree or above, accounting for only 16.95% of the total number of employees, which indicates that the overall education level of the company's employees is low and high-level talents are relatively lacking. It is necessary to continue to conduct business and skills training for employees to meet Demand for company reform and development.

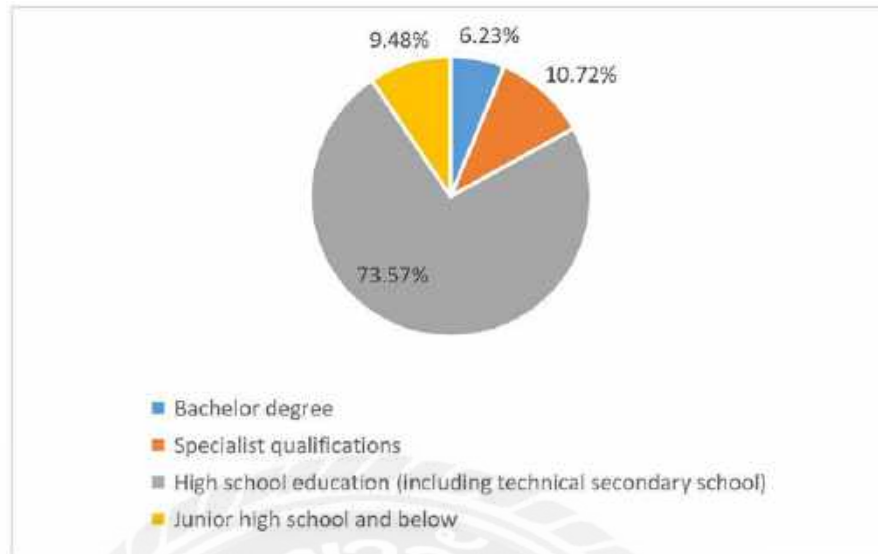


Figure 2.5 Distribution of company education

2.4 The company's current performance management system

Since the establishment of the company, due to the ravages of the state-owned system, employees generally have the idea of "eating big pots of rice." Although the company's management has fully understood the importance of performance management and made certain changes, they have not yet formed Perfect performance management system.

2.4.1 Current Performance Management Model

Since 2013, the company has implemented performance management. It is still in the early stages of development. It emphasizes top-down in the implementation process. The current performance management model mainly includes three parts: performance plan, performance evaluation and performance appraisal result application. The basic approach is as follows :

(1) Performance plan

The company is a subsidiary of the Nanjing Transportation Group. Its development strategy and business objectives are derived from the requirements of the group company and the local transportation department. In the process of formulating the performance plan, the company mainly focuses on achieving the company's annual business goals. The company's management level decomposes the annual business goals into various functional departments and fleets to form the department's performance plan. The heads of the department and the fleet detail the goals to the individual employees based on the department's performance plan. The formulation of

the company's performance plan is decided by the upper level, which is top-down, and lacks communication between the lower and higher levels.

(2) Performance evaluation

①Evaluation object. Because the managerial level of the company is assessed by the superior group company, the assessment object studied in this article does not include the managerial level. The assessment objects investigated in this article are mainly employees who can conduct assessments, including middle management personnel (departmental and deputy positions of the department, team captains and team leader assistants), and grass-roots employees (basic management

Managers and bus drivers). The performance evaluation of middle management personnel is performed by their respective deputy general managers, and the evaluation of basic level employees is performed by the heads of their respective departments or fleets. The Human Resources Department is responsible for the specific organization of performance assessment, do a good job of summarizing and archiving performance assessment data, and establish a detailed and detailed performance assessment ledger.

②Evaluation cycle. The evaluation cycle of middle-level management personnel is the same as that of basic-level employees, and both monthly evaluation and annual evaluation are combined.

③ Assessment level. Station staff (except bus drivers) are divided into three levels of A, B, and C, which correspond to three types of competent, basic and incompetent. Bus drivers are divided into five levels: five-star, four-star, three-star, two-star, and one-star, corresponding to five types of excellence, good, basic competence, incompetence, and disqualification.

(3) Application of performance evaluation results

The ultimate purpose of performance appraisal is to provide a reference and basis for human resource management. The performance appraisal results of Nanjing bus company are linked to the payment of employee performance bonuses and adjustment of salary levels. The monthly performance assessment results are linked to the monthly performance bonus, and the year-end performance bonus is determined based on the annual performance assessment results. According to the evaluation results of the annual evaluation level, the annual evaluation level is qualified for two consecutive years (the bus driver corresponds to four stars and above), and the salary level is increased by one grade within the scope of this post; (Corresponding to two

stars and below), the salary level is reduced by one grade within the scope of this post.

2.4.2 Performance evaluation indicators and methods of middle management personnel

(1) Performance evaluation indicators for middle management

The content of the performance assessment of middle managers consists of quantitative index assessment and qualitative index assessment. The performance appraisal results of middle-level full-time personnel are actually the performance appraisal results of departments or fleets. The quantitative index of the person in charge of the department is the completion of the task of the department. The quantitative index of the deputy post of the department is decomposed according to the quantitative index of the department. The quantitative indicators of the fleet leader include the completion of tasks such as fleet production, safety responsibility, service quality, vehicle management, and civilization creation. The quantitative indicators of the fleet assistant are decomposed based on the quantitative indicators of the fleet. The qualitative indicators of middle-level managers mainly assess employees' work attitude and labor discipline, and are composed of two parts: deduction points and extra points. The deduction items are divided into six categories according to the value of the deduction points: one point deduction, two points deduction, three points deduction, five points deduction, ten points deduction, and other violations. Bonus items are given different bonus points depending on the degree of contribution or merit, and the individual bonus points range from three to twenty. The qualitative indicators of middle-level management personnel also include the qualitative indicators of the personnel affiliated with the department plus deductions.

(2) Evaluation methods for middle management personnel

When evaluating the performance of middle-level management personnel, the middle-level management personnel of each department or fleet of the company shall first submit the personal quantitative index score sheet and the explanation of the quantitative indicators to the deputy general manager before the 28th of each month. Quantitative indicator scores; secondly, the human resources department summarizes the qualitative indicator scores and deductions of management responsibilities for the middle managers in each department, and reports the results to the deputy general manager. Situation; finally by the deputy general manager in charge the following month

Check the monthly assessment results of middle-level managers before the 5th, and issue the target value of the quantitative index for the next month. Middle

The monthly performance evaluation and annual performance evaluation of managers are up to 100 points, of which 70 are quantitative indicators.

30 points for qualitative indicators. The annual performance assessment score is the average of the 12-month performance assessment score.

2.4.3 Performance Evaluation Indicators and Methods for Basic Level Staff

(1) Performance appraisal indicators for grassroots employees

The assessment content of the department's basic management staff is divided into quantitative index assessment and qualitative index assessment. Quantitative indicators of primary management personnel mainly assess the completion of employees' own work. The qualitative indicators of the grassroots managers are the same as those of the middle managers (excluding management responsibilities), and the work attitude, labor discipline, and legal compliance of the post are specifically evaluated.

The assessment content of bus drivers is divided into production assessment, safety responsibility assessment, service quality assessment (including labor discipline) and vehicle management assessment. The production assessment is to evaluate the production completion rate. The team leader issues the production completion rate index every month, and scores according to the percentage of production tasks completed at the end of the month. The safety responsibility assessment, service quality assessment, and vehicle management assessment are actually qualitative assessments, which are divided into deduction points and extra points. The deduction points are deducted based on the severity of the violation, and the extra points are added according to the degree of contribution. Minute.

(2) Evaluation methods for grassroots employees

When evaluating the performance of grass-roots managers, the grass-roots managers first report the individual quantitative index score sheet and the unfinished information to the department head before the 28th of each month, and the department head checks the quantitative index scores, as shown in Table 4.1. Secondly, the human resources department summarizes the qualitative index scores of the grass-roots managers and feeds the results back to the department heads. The department heads verify the qualitative index scores, as shown in Table 4.2. Finally, the department heads A few days ago, the monthly assessment results of the grass-roots management staff were approved, And release the target value of the quantitative index for the next

month. Monthly performance assessment and annual performance assessment score up to 100. There are 70 points for quantitative indicators and 30 points for qualitative indicators. The annual performance assessment score is the average of the performance assessment scores of each month in a year.

Table 2.1 Employee quantitative index assessment score sheet

Department	Name		Post	
Examination content	Target value	Metrics	Completion value	Score
Work goals 1				
Work goals 2				
Work goals 3				
Work goals 4				
Work goals 5				
Cumulative score of quantitative indicators				
Examiner:		Date:		

Table 2.2 Employee qualitative index assessment score sheet

Department	Name	Post
Bonus	Extra points	Accumulation and deductions
Cumulative score of qualitative indicators		
Examiner:		Date:

When evaluating the performance of bus drivers, the bus driver must first report the production completion rate indicators and uncompleted conditions to the fleet leader before the 28th of each month, and the fleet leader will verify the scores of the production completion rate indicators; secondly, the Ministry of Human Resources Summarize the bus driver's safety responsibility, service quality and vehicle management assessment scores, feedback the results to the fleet leader, and the team leader will verify the index score; finally, the team leader will verify the monthly assessment results of the bus driver before the 5th of the next month and issue The target value of the production completion rate indicator for the next month.

The monthly performance assessment and annual performance assessment scores

are up to 100 points. The annual performance appraisal score is the average of the performance appraisal results in each month of the year.



3. RESEARCH METHODS

Human resource management is an important core that strategic management cannot ignore, and performance management is human resource management key subject of scientific research. The current economic environment in my country is changing, the global economic integration is obvious, and the performance the importance of management research is important for companies to maintain a sustainable competitive advantage. State-owned enterprises in our country are the important carrier of macroeconomic regulation and control of the country is an important source of fiscal revenue, so it is necessary to continuously deepen reform revolutionize backward performance management of state-owned enterprises. By improving corporate performance management, it helps companies return to the right strategic direction to help companies achieve their goals and visions. In the current era, the trend of economic globalization is gradually clear, and the economic development of various countries is no longer limited to their own countries, but more long-term international competition. Especially after China joined the WTO, many domestic enterprises ushered in the era of blowout. Not only ushered in the rapid growth of the blowout in the domestic market, but also slowly emerged in the international market. However, relative to the scene of economic prosperity, the market pressure faced by domestic enterprises has also increased exponentially, especially the competition from traditional trading powers in Western countries has changed the traditional Chinese economic market environment in the past. Domestic companies have little time to prepare Need to connect with international trade opponents. The drastic changes in the macroeconomic landscape require Chinese companies to re-plan strategic decisions to maintain the establishment of new competitive advantages. The entire process of strategic planning and implementation is inseparable from the foundation of the company's organizational structure, so performance management is a professional research The discipline of enterprise employee efficiency immediately highlights its non-negligible effect. Through the development strategy of an enterprise, this article investigates and researches from the aspects of performance management design, implementation, feedback, etc., analyzes its problems in performance management and puts forward relevant suggestions, so that the enterprise can combine its own characteristics on the original basis, making it more scientific Effective use of performance management. Performance management is a systematic and complete process. In this process, managers and employees determine each employee's performance goals and evaluation standards based on the company's strategic planning and business goals through consultation, and formulate a performance plan

accordingly. And through continuous communication, the line manager diagnoses and counsels the employee's performance, helps the employee and work with the employee to complete the performance goals together, so as to achieve the company's vision planning and strategic goals. This process is usually regarded as a management cycle, which is divided into four steps, namely performance planning, performance implementation and management, performance evaluation, and performance feedback interview. In this chapter, we will fix the research variables based on the theory, and propose specific research hypotheses through relevant theories and research results.

3.1 Qualitative research method

3.1.1 Expect to confirm employees' views on company performance management

1. Relative Evaluation Method

(1) Sequence comparison method

Sequence comparison method is a method to sort and evaluate employees according to their work performance. Before the assessment, the assessment module must be determined first, but the working standards to be achieved are not sure. Compare all employees of the same position in the same assessment module, and rank them according to their working conditions, with better jobs ranked first and worse jobs ranked second. Finally, adding the ranking numbers of several modules of each employee is the evaluation result of that employee. The smaller the total number, the better the performance assessment results.

(2) Relative comparison method

Relative comparison method is to compare two employees in pairs, and any two employees must make a comparison. After comparing the two employees, the relatively good employees record "1" and the relatively poor employees record "0". After all employees have compared with each other, each person's score is added up. The higher the total score, the better the performance evaluation.

(3) Mandatory proportional method

Compulsory proportional method refers to the method of dividing the examinee into several categories (best, better, medium, worse, worst) according to a certain proportion according to the performance of the examinee.

2. Absolute evaluation method

(1) Target management method

Objective management is a performance evaluation method that decomposes the overall objectives of the organization level by level to individual objectives, and

finally conducts evaluation according to the situation of the person being evaluated to complete the work. Before starting work, the appraisers and the appraisers should agree on the content, time limit, and assessment criteria of the work to be completed. At the end of the time period, the appraisers conduct assessments based on the appraisers' working conditions and the originally established assessment standards.

(2) Key performance indicator method

The KPI method is based on the company's annual goals. Through analysis of the employee's work performance characteristics, the key quantitative indicators reflecting the comprehensive performance of the company, department and individual employee within a certain period of time are determined, and the performance assessment is based on this .

(3) Rank evaluation method

The rank assessment method divides the content of the job to be evaluated into several independent modules based on job analysis. In each module, a clear language is used to describe the work standards required to complete the work of the module. At the same time, the standard is divided into several grade options, such as "excellent, good, qualified, unqualified", etc., the assessor evaluates the completion of each module according to the actual work performance of the examinee. The total score is the assessment score of the employee.

(4) Balanced scorecard

The balanced scorecard is evaluated from the four angles of the company's finances, customers, internal business processes, learning and growth, and according to the strategic requirements, the indicators are given different weights to achieve a comprehensive evaluation of the enterprise, so that managers can grasp and Control the enterprise and finally achieve the strategic goal of the enterprise

3. Description method

(1) Full-view assessment method

Full-view assessment method (360° assessment method), that is, an assessment method for superiors, colleagues, subordinates, themselves and customers to assess the examinee. Through this multi-dimensional evaluation, combining the opinions of different evaluators, a comprehensive and fair evaluation can be obtained.

(2) Important Events Law

Important events refer to the fact that the appraisers pay attention to collecting the "important events" of the appraisers. The "significant events" here refer to those

events that will have a positive or negative impact on the overall work performance of the department. These performances should be formed. Written records, sorted and analyzed based on these written records, and ultimately form the assessment results.

Quantitative performance management method is precisely in different periods and different working conditions, through the scientific processing of data, timely and accurate assessment, coordination and implementation of income, ability, distribution relationship.

3.1.2 Propose hypothesis

Hypothesis 1: The company has a clear value orientation and goals

Since the fundamental starting point of the performance appraisal system is to achieve organizational goals, then the obvious prerequisite is that the enterprise must have a clear value orientation and goals. Once I discussed the performance appraisal plan with the client, the client said that your plan is good, scientific and systematic, but still not very practical. I am puzzled. He went on to say that you just gave the assessment method and assessment indicators, but without clearing the objectives of the assessment indicators, I still cannot use them. It's really ridiculous! Perhaps such customers are extreme, but how many enterprises in China have their own clear value orientation and development goals? The company itself doesn't know where to go, and what about performance evaluation?

Feature 1: Regarding the achievement of organizational goals as the most fundamental starting point of performance appraisal

Management is not an end but a means, as is performance evaluation. Why should companies implement performance appraisal? Some people may say that in order to prevent employees from "lazy", some people can reward outstanding employees through performance evaluation to eliminate incompetent employees... These are true, but if the full meaning of performance evaluation is defined here, it is too narrow. From the perspective of management control theory, performance appraisal is not only an important human resource management function, but also an effective management control method to ensure the realization of organizational goals. On the one hand, the organization decomposes the organizational goals into individual performance goals through the performance appraisal system, while passing performance Assessment to measure the current status of the organization, compare the current status and future goals, find the gaps, adjust and optimize the company's resources (human resources are only one of them) and management mechanisms to continuously narrow the gap, and finally Achieve organizational goals. Therefore, to achieve organizational goals is the real starting point for performance appraisal.

Hypothesis 2: The responsibilities of employees are clear

Since the performance of employees' responsibilities is the main basis for performance appraisal, the obvious prerequisite is that the employees' responsibilities are clear. Clear responsibilities are not only the premise of performance evaluation, but also the basic requirements of enterprise management. However, many companies obviously do not have this condition, especially many private enterprises. The rapid expansion of the scale has not established a set of standardized management systems. The phenomenon of "posting based on people", "multiple leadership" and "leapfrogging command" abound. One customer is a typical family business, the boss is the chairman and general manager, the boss is in charge of finance, the boss's sister is in charge of purchasing, the boss's sister-in-law is in charge of marketing and sales, and there are other relatives walking in every corner of the company. A booth is fine, but in fact it is not the case. For example, the boss lady often goes to the workshop to direct the workers. The boss asked me how to implement performance appraisal to companies like him? I joked that if there is no time for a family meeting, the effect may be no less than a performance appraisal.

Feature 2: The performance of employees' responsibilities is the main basis for performance evaluation

What should be evaluated for performance evaluation? A very common saying is "Germany", "Energy", "Diligence" and "Achievement". But is this really the case? Do we really need to assess the morality and ability of employees every year, every quarter or even every month? Does a person's character and ability change every month or quarter? Can the performance appraisal system accurately measure this change? The answer is obviously no. In fact, such an understanding is to expand the extension of performance appraisal. "Germany", "ability", "dusty" and "achievement" are comprehensive assessments for employees rather than performance assessments. It is not to say that "Germany" and "Energy" need not be evaluated, but that they should be evaluated during the recruitment process, or during the promotion decision-making process. , And once let him pass this threshold, before he enters the next threshold, we can think that his "de" and "ability" are in line with the requirements of the current position, so there is no need to carry out every month or quarter Assessment.

"Performance assessment", as the name implies, is to assess "performance" and "efficiency", which means evaluating the performance of employees' responsibilities, specifically "work performance" and "work performance", but some employees perform more responsibilities It is reflected in "work performance", such as sales staff, and the performance of some employees' responsibilities is more reflected in "work

performance", such as the secretary. Therefore, the setting of evaluation indicators is based on the reasonable setting of different positions, that is to say, the performance of employees' responsibilities as the main basis for performance evaluation.

Hypothesis 3: Managers have the motivation to objectively evaluate the performance of their subordinates

Since managers are directly responsible for performance appraisal, the obvious prerequisite is that managers have an objective motivation to evaluate the performance of their subordinates, that is to say, they must dare to shoulder the basic responsibilities of a manager. However, whether such prerequisites are met is still a question mark for many companies. Especially in many traditional state-owned enterprises, when managers know that the results of performance appraisal directly affect the income and appointment and removal of employees, they naturally and unnaturally give subordinates with poor performance a good appraisal result, while the assessment of subordinates with outstanding performance The results also did not stand out. "Quieting people" is the basic management philosophy of many managers. In case of accidentally offending which subordinate because of performance evaluation, who knows how much trouble they will cause themselves? Enterprise executives always complain that they have no time to ask about performance appraisals, and will not consciously supervise subordinate managers whether they are performing their duties when performing performance appraisals. The review or approval of appraisal results has always gone through. In such a company, is it strange that the performance appraisal will end up in the form? Not surprising at all. Blame the human resources department for not doing its duty? unfair! Isn't it blame that the plan designed by the consulting company is not scientific? Unreasonable!

Feature 3: The manager is the direct responsible person of the performance appraisal

Who should be responsible for performance evaluation? Many people blame the human resources management department, and the performance evaluation system does not achieve the expected results. It is often considered that the work of the human resources department is weak. This is actually a misunderstanding of performance appraisal. Of course, it is undeniable that the human resources department is the organizational department of performance appraisal work and should bear certain responsibilities. However, the main responsibility of the human resources management department is to establish and maintain a set that can help managers better The performance evaluation management system that evaluates the work of the subordinates, so it is not a direct responsibility but an indirect responsibility. In other words, without the human resources department, the manager

also has the responsibility to evaluate the performance of the subordinates. Only managers at all levels know the goals of the organization and how to reasonably decompose the goals of the organization into individual goals in order to achieve the fundamental purpose of performance evaluation; and only managers at all levels can fully understand the performance of subordinates' duties and ensure that the results of the evaluation do not deviate Objective fact. Therefore, managers at all levels of the organization are directly responsible for performance evaluation.

Hypothesis 4: Enterprises are willing to pay a certain assessment cost

Management requires cost, and the more delicate the management, the more management costs must be paid. The same is true for performance evaluation. Consult the company to spend money to design a counter-countermeasure. The evaluation plan needs to be implemented with the help of an IT platform. Therefore, it also costs money to buy software. It takes time for managers to conduct evaluation, and it takes time to organize evaluation communication. It takes time for the event as assessment information... So some managers began to complain, how to assess so hard? That's right! For the performance appraisal system to really work, it takes money and time. From an economic point of view, since any management needs to pay costs, whether it is worth investing in cost management is whether the benefits obtained by the management are higher than the costs invested. Is performance appraisal worth the effort to implement whether performance appraisal can bring enough benefits? Many enterprise managers are puzzled by this, because the investment and payment for performance appraisal are real, but the benefits of performance appraisal are unknown, and how to accurately measure the benefits of performance appraisal is also a difficult problem. I am afraid that no one can completely answer these puzzles in theory, but successful companies at home and abroad have told us in practice that for companies that want to continue to develop, it is necessary and economic to implement performance appraisal management. Therefore, enterprises should pay financial costs for performance evaluation, and enterprise managers should pay time costs for performance evaluation.

Feature 4: Quantitative assessment of employee performance

Organizing and implementing performance appraisal is to quantify the performance of employees' work. On the one hand, modern enterprises are becoming more and more sophisticated in their management. It is not enough to obtain an ideal qualitative judgment as to the performance of employees. Instead, it is necessary to quantitatively describe the performance of employees. On the other hand, the increasing maturity of modern management science theories and technologies (such as IT technology) also provides theoretical support and technical means for

quantitatively measuring employee performance. The complexity of the performance appraisal system is reflected in how to quantitatively evaluate the work performance of employees? How to accurately identify the gap between the actual work performance of employees and the predetermined goals? How to accurately measure the gap between the performance of two employees? This is also the most important responsibility of the human resources management department as the performance evaluation organization department. The human resource management departments of many successful enterprises establish a quantitative performance evaluation system by using modern management theory and corresponding technical means, combined with the actual status of the enterprise. Some enterprises, due to their own management technical capabilities, have helped to establish a scientific and effective performance evaluation system by introducing external professional consulting agencies.

3.2 Hypothesis development

3.2.1 Employee training and job satisfaction

Richard (2008) and others found that there is a relationship between employee training and job satisfaction, and gender plays a regulatory role. Male employees' job satisfaction is more affected by training than female employees. For women, training has no effect on the indicators of work initiative, influence, and work itself. After training for men, all aspects of job satisfaction are positively affected. Tsang-Kai Hung (2010) proves that when the trained employees can understand or simulate the content to be trained before the training, they will feel that the company attaches importance to their personal development and personal value, and the employee's job satisfaction will also increase. Wen-Chih Liao (2010) and others found that when corporate social responsibility practice is used as an intermediate variable, employee ethics training has a significant positive effect on corporate social responsibility practice, which in turn will significantly affect employee satisfaction. M. Javed, M.Rafiq, M.Ahmed, M.khan (2012) and others in the research of some Pakistani enterprises found that cognition, training and development are the key factors of employee satisfaction. Therefore, the following hypotheses are presented:

H1: there is a significant positive correlation relationship between employee training and job satisfaction.

3.2.3 Job satisfaction and job performance

In the 1930s, the American scientist Hawthorne conducted the famous Hawthorne experiment. The results show that the production attitude of the production

workers has a great influence on the output, and the worker's happy mood at work can promote the increase of the output. The experiment draws a conclusion that work attitude is positively related to performance. Expectant scientist Porter pointed out that employees get paid internally and externally, which will produce satisfactory results for performance. Pincus (1986) conducted a survey of communication satisfaction and job performance among nurses in the medical field. The results confirmed the positive relationship between communication satisfaction and job performance. Gregson (1990) conducted a study on the relationship between communication satisfaction and job performance in the accounting industry and found that the two showed a positive correlation. The research shows that satisfaction of incentive factors is very helpful to increase employees' motivation and performance (Timothy ,2001;Icek ,2011). Therefore, the following hypotheses are presented:

H2: there is a significant positive correlation relationship between job satisfaction and job performance.

3.2.3 Employee training and job performance

Some scholars believe that employee training has a partial promotion effect on employee performance (Delaney, 1996; Paauwe, 1997). Scholars have found that in human resource management practice, selection, employee training, performance appraisal, compensation and performance are significantly positively correlated, with compensation and employee training being the most significant to performance (Marwat, 2009). Other scholars surveyed employees who participated in the training to study the extent to which training enhances employees' knowledge, skills, work behaviors, and performance. Multiple linear regression was used to find that training-related variables had a significant positive impact on employees' work performance (Awang , 2010). Salem (2012) and others studied 268 managers and employees of Saudi Arabia participating in SMEs. The training model, management input, and management incentives were used as independent variables, and training output and company performance were used as dependent variables to establish a conceptual model. The effect of training nature on company performance. Through correlation analysis and regression analysis, the nature of training and managerial input have a significant positive impact on training output, but no significant impact on company performance. The nature of training has a significant positive impact on company performance. Therefore, the following hypotheses are presented:

H3: there is a significant positive correlation relationship between employee training and job performance.

3.2.4 The mediating role of job satisfaction

Employee training affects employee job satisfaction (Rajnirez, 1994; Richard, 2008; M.khan, 2012), job satisfaction affects employee motivation, employee motivation affects employee behavior, and thus employee performance (Martin, 1989; Richard , 2008; Alamdar, 2011). In addition, in the research of high-performance human resource management practices, job characteristics, job pressure, and impact on employee performance, job satisfaction is used as an intermediate variable, and it is found that job satisfaction has an intermediary role between independent variables and employee performance. Therefore, the following hypotheses are presented:

H4: job satisfaction plays an intermediary role between employee training and job performance.

3.3 Quantitative research methods

3.3.1 Sample and data collection

The research objects of job performance are mostly sales staff and enterprise management personnel. This study focuses on the particularity of localization and professionalization, and selects employees (drivers, flight attendants, and maintenance workers) of Nanjing Public Transport Company as the research objects. In this survey, a total of 250 questionnaires were distributed and 229 questionnaires were recovered, with a recovery rate of 91.6%. There are 132 boys and 97 girls. The average age of the respondents was 32 years old. The average working period is about 5 years. In terms of academic qualifications, most of the respondents were around undergraduates.

Table 3.1 Descriptive statistics of the samples (N=229)

Gender	Male: 132 (57.6%) Female: 97 (42.4%)
Age (in year)	Mean: 32.55 Standard deviation: 16.66
Educational level	High Vocational Certificate: 25(10.9%) Diploma: 114 (49.78%) Bachelor degree: 77 (33.62%) Master degree: 13 (5.67%)

Salary	Less than 3,000 RMB: 19 (8.29%) 3,001-5,000 RMB: 70 (30.56%) 5,001-7,000 RMB: 68 (29.69%) 7,001-9,000 RMB: 34 (14.84%) 9,001-1,000 RMB: 24 (10.48%) More than 10,001 RMB: 12 (5.24%)
Job tenure (in years)	Mean: 5.29 Standard deviation: 5.69

3.3.2 Measures

Regarding the measurement of employee training, the research results of past scholars are used. The scale refers to the studies of Baldwin & Ford (1988) and Delery & Doty (1996), and selects the factors with higher recognition and the greatest impact factor on the training results. There are 9 items in total. The items were scored on a five-point rating scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Regarding the measurement of job satisfaction, this part mainly refers to the short-form Minnesota work satisfaction measurement table (MSQ) compiled by Dawis (1967) and others. Many scholars have used the scale to conduct research and experiments to confirm the amount. The table has good reliability and validity. There are 16 items in total. The items were scored on a five-point rating scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Job performance is measured in terms of subjective performance. The scale is adopted from Reham(2011). It consists of eight items. The items were scored on a five-point rating scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

3.3.3 Estimating technique

The author used Ordinal Least Squares (OLS) regression to analyze the data. OLS regression allows researcher to estimate the relationship between a set of independents variable and the dependent variable. The analysis was performed using IBM SPSS Statistics version 19.

4.DATA ANALYSIS

4.1 Analysis of Questionnaire Data

Reliability is mainly used to investigate the level of consistency between variables, and to explain the degree of consistency by evaluating the reliability and stability of the scale. SPSS was used to analyze the three variables in this article. Among them, Cronbach's alpha is greater than 0.7. The next data analysis can be carried out.

Table 4.1 Results from reliability and validity test

	Composite reliability coefficients	Cronbach's alpha coefficients	item
Employee training	0.874	0.974	9
Job satisfaction	0.766	0.887	16
Job performance	0.931	0.980	8

Finally, bivariate correlations among variables are analyzed using Pearson correlation coefficients. This correlation analysis was performed in order to explore the one-on-one relationships between key variables. Results from correlation analysis are presented in Table 4.2.

Table 4.2: Correlation among variables

	G	AG	SAL	EDU	ES	JS	JP
GEN	1	-.19	.108	.066	-.26	.146	.389
AGE	8	1	.795	.696	.86	.058	.219
SAL		**	1	.604	.79	.083	.031
EDU			**	1	.65	.017	.027
				7**	7**	**	**

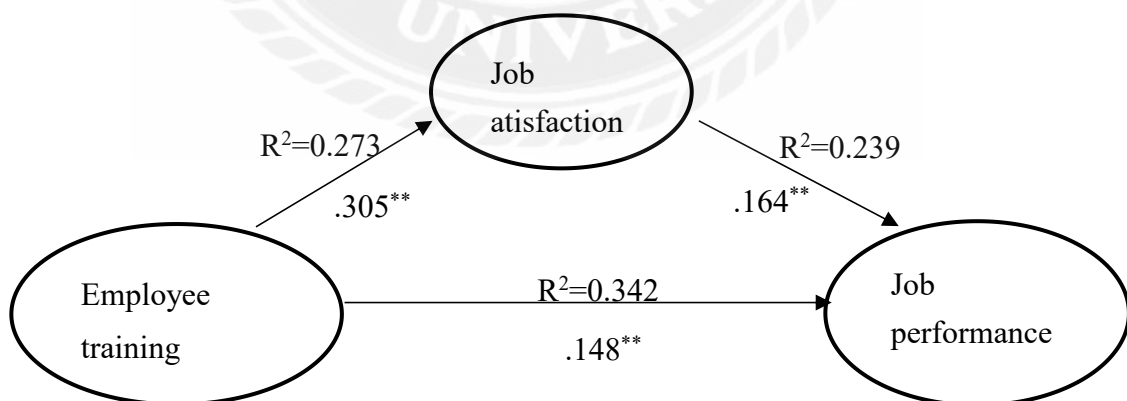
ES	1	.098	.074
	**	**	
JS		1	.626
		**	
JP			1

Notes: ** $p < .01$; * $p < .05$;
 Spearman rank correlation coefficients are reported;
 GEN=gender, AGE=age, SAL=salary, EDU=education level, JT=job tenure,
 ES=employee satisfaction, JS=job satisfaction, JP=Job performance

The relationship between employee training and job satisfaction, ($\beta=0.305$; $p < .01$) exist strong linear relationship, $R^2 = 0.273$, which indicates that the change of employee training has an impact on the job satisfaction of 27.3%. Therefore hypothesis 1 is supported.

The relationship between job satisfaction and job performance has a linear relationship. R^2 is 0.239, indicating that job satisfaction can explain the change of job performance 23.9%. Meanwhile, job satisfaction has a positive impact on job performance. The results significantly confirm their positive link ($\beta=1.645$; $p < .01$). Therefore, H2 is supported.

The relationship between employee training and job performance. R^2 is 0.342, indicating that employee can explain the change of job performance 34.2%. Meanwhile, employee training has a positive impact on job performance. The results significantly confirm their positive link ($\beta=1.485$; $p < .01$). Therefore, H3 is supported.



Notes: * $p < .05$, ** $p < .01$, *** $p < .001$.
 Standardized coefficients are reported.
 Solid lines represent significant paths.

Control variables include age, gender, education, job tenure, salary

Figure 4.1 Results from regression analysis

Through regression equation test and analysis, employee training, $\beta=0.305$, $SE=0.076$, job performance, $\beta=1.645$, $SE=0.358$. Sobel test statistic:3.023. One-tailed probability: 0.012. Two-tailed probability: 0.013. The results show that job satisfaction partial mediates the relationship between employee training and job performance. Results verified the H4, service employees' job satisfaction to the positive relationship between employee training and job performance intermediary role, and is partial mediation, that is to say, Hypotheses 4 support.

4.2 Analysis of survey results

The statistical analysis of 360 valid questionnaires in this paper is mainly carried out by EXCEL software. The content of statistical analysis can be divided into four dimensions: performance management system, performance management identification, performance management execution, and application of performance evaluation results.

4.2.1 Dimensional Analysis of Performance Management System

This article has designed five questions for the survey of "Performance Management System". The specific content and results of the survey are shown in Table 4.3. According to the survey results, it can be found that the overall average score of the company's performance management system is 3.04 points, of which the indicator "the company's performance management can effectively promote the achievement of strategic goals" has the lowest score, 2.48; the indicator "the company's performance management The "Personal goals and corporate goals tend to align" score is also lower, at 2.77 points.

Table 4.3 Findings of the performance management system dimension

Dimension	Investigate subject	Average value
Performance management system	The company's performance management system is perfect	3.26
	You know the company's strategic development goals	3.34
	The company's performance management can effectively promote the achievement of strategic goals	2.48
	After implementing performance management, you feel that your work is important and	3.34

	contributes to the achievement of the company's goals	
	Company performance management brings employees' personal goals into line with company goals	2.77

It can be seen from Figure 4.1 that 2.78% of employees believe that the company's current performance management can strongly promote the company's strategic goals; 11.94% of employees think that the company's current performance management can promote the company's strategic goals to a certain extent; 21.95% of employees' attitude is vague; the remaining employees think that the current performance management system cannot meet the needs of the company's strategic development. It can be seen that only a small number of employees hold positive opinions, and the current performance management system needs to be further improved to better achieve the company's strategic goals.

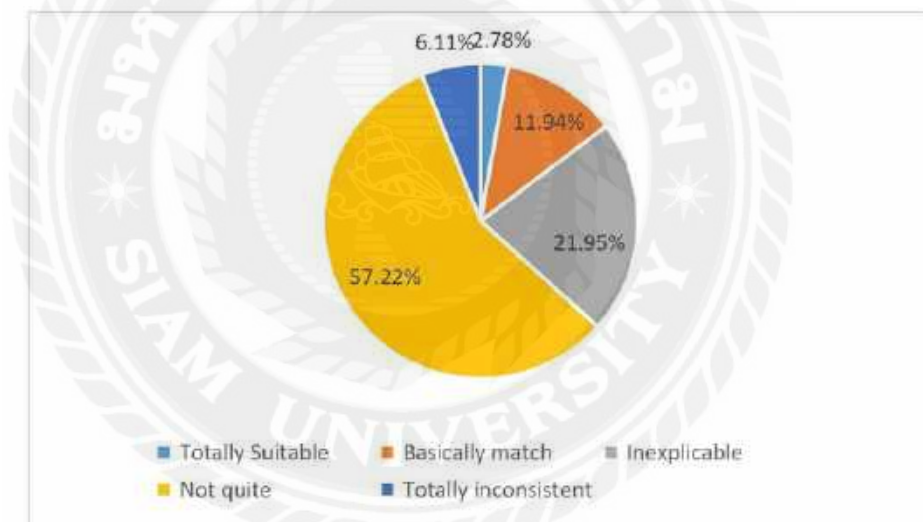


Figure 4.2 Evaluation of the effect of performance management on strategy implementation

It can be seen from Figure 4.2 that about 23% of employees have a positive attitude towards the consistency between the personal goals of the employees and the company's goals, of which 5.83% of the employees are completely positive, and 17.22% of the employees are basically supportive; 29.17% of the employees' attitudes are Vague; the rest of the employees are negative. It can be seen that there is a large deviation in the close correlation between the personal work goals of Nanjing Bus Company employees and the company goals.

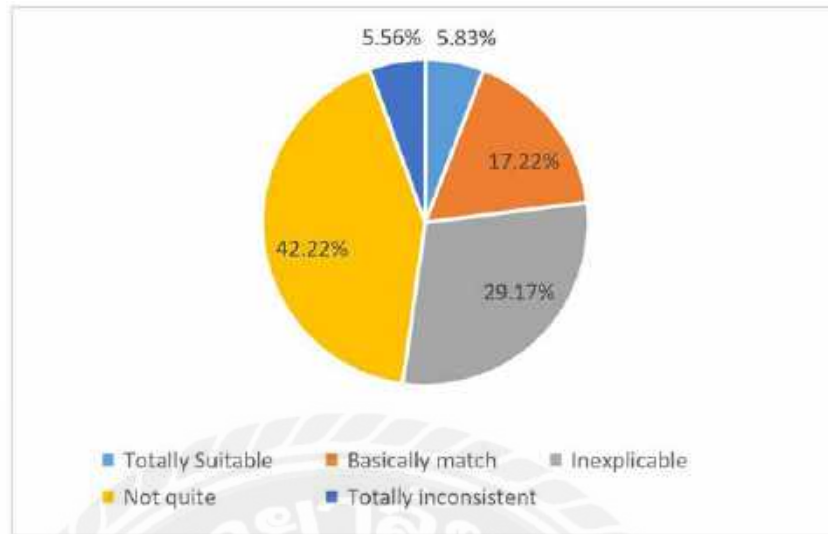


Figure 4.3 Individual and company goal consistency evaluation

4.2.2 Analysis of Performance Management Identity Dimension

This article has designed three questions about the survey of "Performance Management Identity". The specific content and results of the survey are shown in Table 4.4. The average score of the performance management identification dimension is 3.54 points, of which the indicator "the company's current performance management helps improve employee productivity" has the lowest score, 2.96 points; the indicator "You strongly support and agree with the company to implement performance management" scores are relatively High, 3.97 points.

Table 4.4 Findings of the Performance Management Identity Dimension

Dimension	Investigate subject	Average value
Performance Management Identity	You strongly agree with and support the company's performance management	3.97
	You agree with your performance	3.68
	The company's current performance management helps improve employee productivity	2.96

It can be seen that most employees are more supportive of the company's performance management, but the current role of performance management is not highly evaluated, and the role of performance management needs to be further

exerted.

4.2.3 Performance Management Execution Dimension Analysis

The survey on "performance management implementation" in this paper has designed seven questions. The specific content and results of the survey are shown in Table 4.5. The overall average value of the performance management execution dimension is 2.73 points, of which the indicator "Management feedbacks your performance evaluation results every time" has the lowest score, 2.31 points; the indicator "Managers and you jointly determine the content of performance evaluation through prior consultation" The score was the second lowest at 2.58.

Table 4.5 Findings of the performance management execution dimension

Dimension	Investigate subject	Average value
Performance management execution	Implementation of performance management system is very strict	2.92
	The management and you jointly determine the content of the performance assessment through prior consultation	2.58
	To achieve better job performance, managers direct your work	2.67
	The performance appraisal is based on a large amount of data and information, and the results are objective and fair.	2.74
	Performance appraisers have received professional training and mastered performance appraisal skills	2.75
	Management feedback on your performance appraisal every time	2.31
	Performance management greatly promotes the quality of internal communication	3.13

It can be seen that most employees of the company expressed dissatisfaction with the process of forming the performance assessment content and its degree of democracy. At the same time, most employees generally believe that in the process of performance appraisal, there is a lack of performance coaching and feedback, process management is lacking, and information transmission is blocked.

4.2.4 Application Dimension Analysis of Performance Evaluation Results

The survey on "application of performance appraisal results" has three questions in this article. The specific content and results of the survey are shown in Table 4.6. The average score of the performance evaluation result application dimension was 3.27 points, of which the indicator "the performance evaluation result is fully integrated with the employee's professional development" had the lowest score at 2.39 points; the indicator "your performance salary is highly correlated with performance" and " You are very satisfied with your performance bonus "scores are relatively high, 3.86 points and 3.57 points respectively.

Table 4.6 Survey results of application of performance appraisal results

Dimension	Investigate subject	Average value
Performance management applications	Your performance salary is highly correlated with performance	3.86
	You are happy with your performance bonus	3.57
	The results of performance appraisal are fully integrated with the professional development of employees	2.39

It can be seen from Figure 4.4 that only 2.23% of employees are fully sure that the results of performance appraisal are fully integrated with their professional development; 9.72% of employees believe that the results of performance appraisal are basically combined with their professional development; 19.72% The attitude of the employees is rather vague; the rest of the employees believe that the results of the performance assessment have not been fully integrated with the employees' professional development. It can be seen that the vast majority of employees do not agree that the company's performance appraisal results have been effectively integrated with personal career development, and that the scientific and rational application of performance appraisal results needs to be strengthened.

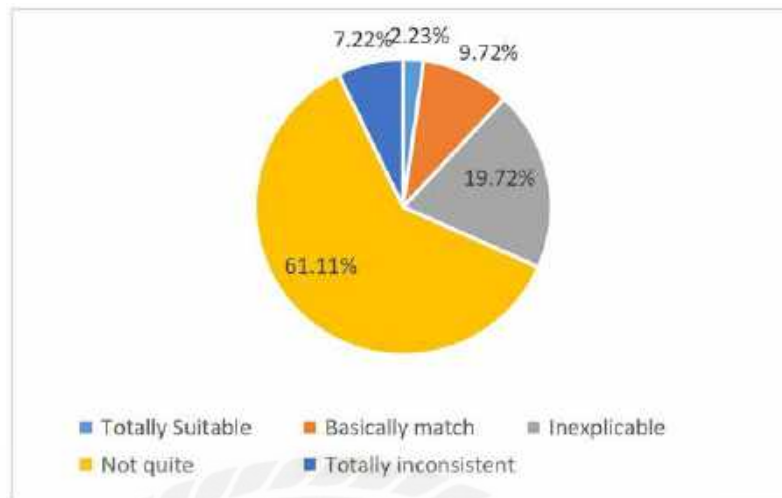


Figure 4.4 Assessing the relevance of the results of performance appraisals to employees' career development

4.3 Optimization of Performance Management

4.3.1 Optimization of Performance Management System

When optimizing the design of the performance management system, some specific principles should be followed to ensure that the performance management system runs stably during the execution process, and ensure the efficiency and effectiveness of the entire system.

(1) The principle of system disclosure. There are many systems involved in performance management, such as performance management processes, standards, time and methods, etc., which need to be determined in the form of systems. In order to facilitate operation and improve management transparency, the performance management system must be disclosed. This is the principle that performance management must follow.

(2) the objective and fair principle. Fairness is a principle that must be followed in any assessment, it is respect for facts, and it is also responsible and respect for employees, thereby reducing the occurrence of biased assessment results due to the subjective will of managers.

(3) Principles of process control and information feedback. In the process of performance management, managers communicate continuously with employees, feedback information in a timely manner, and propose corresponding solutions and strategies for problems in employee performance management.

(4) People-oriented principle. In the process of optimizing the performance management system, we must pay attention to carrying forward the company's traditions, taking employees as the core and accepting the supervision of all employees to make the performance management system more open and transparent. Employees can put forward opinions on the problems in the implementation of performance management, and the company should carefully collect and study relevant opinions and adopt useful opinions in a timely manner.

Aiming at the problems in the performance management of Nanjing bus company, the optimization is based on the current performance management system. The specific optimization path is shown in Figure 4.5.

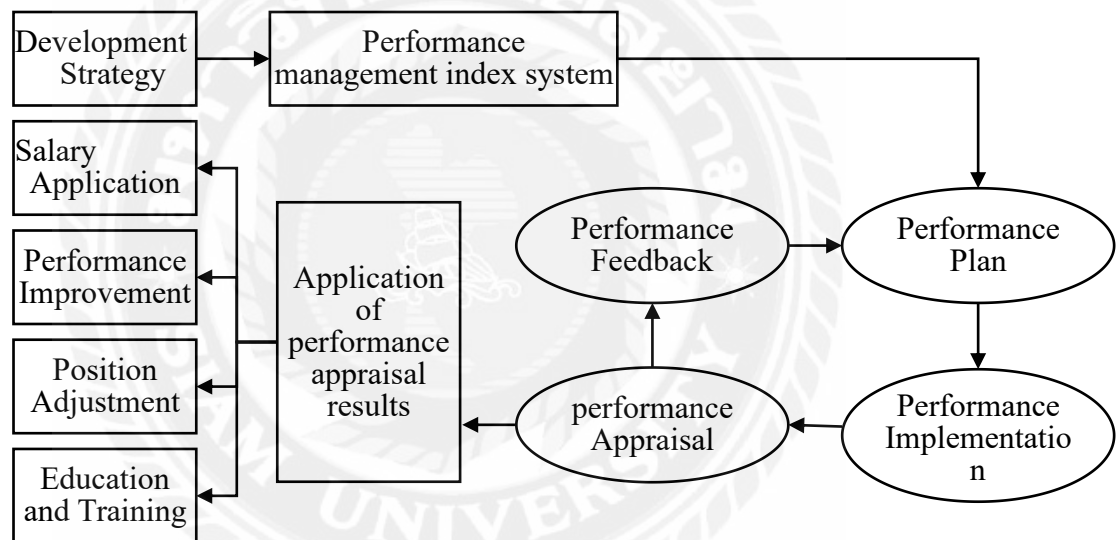


Figure 4.5 Corporate Performance Management Optimization Path

(1) Determine the company's development strategy based on the internal and external environment in which Nanjing bus company is located;

(2) Optimize the performance management index system around the company's strategic goals and annual business plan;

(3) Optimize the design of each process of performance management in accordance with the current status of the company's performance management

operation;

(4) Strengthen the application of performance appraisal results, mainly aiming at problems existing in the application of company performance appraisal results, such as poor correlation between performance and employees' career development, etc., and propose corresponding improvement measures, which will be reflected in job adjustment, education and training.

4.3.2 Optimization of the company's strategic goals

The company's performance management system is based on the company's strategic goals. To optimize the performance management system, Nanjing Bus Company must first determine the company's development strategy. The company has been in existence for more than ten years and its business scale has gradually expanded during the period. The company needs to be clear about its internal and external environment at this stage to determine its strategic goals. This article uses the SWOT analysis method to conduct a comprehensive analysis of the company's own resources and its external environment, and clarifies the company's current development advantages, disadvantages, and opportunities and threats. The specific analysis is shown in Table 4.7.

Table 4.7 Company SWOT Analysis

Advantage	Disadvantage
It has a long history, rich experience; and strong technical and team competitiveness; It has begun to introduce advanced management technology and has development potential; It has begun to diversify and create new economic growth points.	The management level needs to be improved; the boundaries between marketability and public welfare are blurred; the compensation system is not perfect; the system and cultural traditions are constrained.
Opportunity	Threat
High social recognition and support from national policies; increased public demand for bus; competitive transport has some shortcomings compared to bus.	Increase in labor, fuel consumption and other costs; policy losses; increased competition in transport.

The company's current advantages are its earlier establishment, richer operating experience, and advantages in operating technology and management talent; and the company's management system is relatively complete, and modern management concepts and management technologies are also introduced into its operations; on the

other hand, The company has begun diversified development in recent years, and has obvious advantages in expanding new businesses and cost management.

The company's disadvantage is that the management level does not meet the needs of the company's development and needs to be further improved; and the company's operational and public welfare positioning is unclear, which hinders the company's sustainable and stable development; in addition, the company's current performance management and compensation system is not perfect, and it is difficult to mobilize employees Enthusiasm; on the other hand, the company's state-owned system and cultural traditions are rampant, which is not conducive to the introduction of modern enterprise management systems.

The company's current opportunity is that it has a certain public welfare nature, is welcomed by the people in social services, has received better social evaluation, and the state gives strong support in various aspects such as policy and financial resources; The concept of public transport is popular among the people; in addition, other modes of transport have some shortcomings compared to public transport.

The company's current threat is the increase in operating costs, such as the rapid growth of driver wages, fuel costs, etc .; and the public transport industry has a certain amount of public welfare, and policy losses are common; in addition, the growth of private cars is growing rapidly, and the online car market The rapid rise has impacted the growth of the number of people traveling by public transport.

4.3.3 Optimization of performance evaluation index system

The performance management system needs to be based on the company's strategic goals, and then according to the responsibilities of each department, the company's strategic goals are decomposed according to the responsibilities of each department to obtain the performance goals of each department, which are then refined and gradually decomposed into The personal goals of employees form a complete performance management system from top to bottom.

(1) Decomposition of strategic objectives to determine key success factors

After the company's strategic goals are determined, it is necessary to conduct an in-depth analysis under the guidance of the company's overall strategic goals to extract the key success factors for achieving the company's strategic goals. First of all, according to the company's strategic planning, identify all success factors, and also determine the key success factors (KSF) based on the company's industry

characteristics, competitors, external environment and other conditions. This article uses the balanced scorecard method to analyze and determine the company's key success factors from four aspects: finance, customers, internal operations, and employee learning and growth. According to the above steps, the key success factors of Nanjing Bus Company's business strategy can be summarized, as shown in Table 4.8.

Table 4.8 Company KSF Table

Dimension	Key success factors(KSF)
Financial aspect	Growth of operating income and profit, cost control
Customer side	Excellent customer service
Internal operations	Management specifications such as operation management, internal processes, and safety in production
Staff learning and growth	First-class talent team, good corporate culture

(2) Identify key performance factors

After the company determines the key success factors, it also needs to conduct a detailed analysis of the key success factors to determine what each key success factor contains in order to obtain the key performance factors (KPI factors). The key performance factors of Nanjing bus company are shown in Table 4.9 . By decomposing the company's strategic goals, ensure the consistency of key performance elements with the company's strategy, and make timely corrections and improvements to the key performance elements, thereby promoting the realization of the company's strategic goals.

Table 4.9 Company KPI Elements Table

Key success factors(KSF)	KPI elements
Operating income growth	Operating income
Profit growth	Net profit
Cost-effective control	Operating costs, office expenses
Excellent customer service	Market share, service quality
Operational Management Specifications	Operations Management
Internal collaboration management specifications	Internal collaboration
Ensure safe production	Traffic accident
First-class talent team	Employee Development
Good corporate culture	Construction of Enterprise Culture

(3) Determine key performance indicators

Key performance indicators play a decisive role in the development of the entire company. Therefore, selection and selection must be made when determining. The determination of key performance indicators must follow three principles. The first is the importance of indicators. Whether the indicator occupies an important position in the overall performance management of the company and whether it plays a key role in the overall development of the company. The second is the effectiveness of the indicator. Whether the selected indicators can truly and comprehensively reflect the company's performance management status and level. The third is the operability of the indicator. Whether the indicator is quantifiable or behavioral, whether the evaluation criteria are specific, and whether the results can be obtained. According to the actual situation of Nanjing bus company, company-level key performance indicators are refined, as shown in Table 4.10.

Table 4.10 Company KPI Summary Sheet

Dimension	KPI elements	KPI indicators
Financial aspect	Operating income	Operating income growth rate
	Net profit	Net profit rate
	Cost	Operating cost savings rate, office cost reduction rate
Customer side	Market share	Market share, retention rate of old customers, growth rate of new customers
	service quality	Customer satisfaction, complaints
Internal operations	Operations Management	Operating Plan Completion Rate
	Internal collaboration	Departmental Collaboration Satisfaction
	Traffic accident	Million vehicle kilometers accident rate, severe traffic accidents
Staff learning and growth	Employee Development	Employee satisfaction, employee turnover rate, employee training assessment pass rate
	Construction of Enterprise Culture	Advanced ratio, participation in cultural events

The department is a strong support for the company to achieve its strategic goals. The department's work goals are formulated based on the company's strategic goals.

Therefore, the optimization design of department-level performance evaluation indicators should be based on the company-level performance evaluation indicators. However, some company-level indicators can be borne by a single department, while others need to be jointly undertaken by multiple departments. Therefore, detailed analysis of company-level performance indicators is required. In order to distinguish the degree of correlation between different departments and a certain performance evaluation indicator, this article uses ▲ to indicate the main department that undertakes an indicator, and △ to the secondary department that undertakes the indicator. The specific performance evaluation indicators of each department of Nanjing bus company are shown in Table 4.11.

Table 4.11 Sharing of company-level KPI across departments

Company-level KPIs	Office	Planning and Finance Department	Human Resources Department	Inspection Department	Safety Production Management Department	Information Center	Union	Fleet
Operating income growth rate					△			▲
Net profit rate				△	△	△		▲
Operating cost savings rate					▲	△		△
Office cost reduction rate	▲	△	△	△	△	△	△	△
Market share, retention rate of old customers, growth				△	△			▲

rate of new customers								
Operating Plan Completion Rate					▲	△		△
Departmental Collaboration Satisfaction	▲	△	△	△	△	△	△	△
Million vehicle kilometers accident rate, severe traffic accidents			△	△	▲	△		△
Employee satisfaction, employee turnover rate, employee training assessment pass rate	△	△	▲	△	△	△	△	△
Advanced ratio, participation in cultural events	△		△				▲	

The department is an important part of the company. Its key performance indicators are more specific and intuitive. The achievement of the department's performance goals will help achieve the company's performance goals. The department-level KPI is decomposed step by step based on the company-level KPI, and its establishment method and process are basically the same as the establishment of the company-level KPI. According to the nature of the department, the company's department can be divided into two categories: management department and production department. This article selects the safety production management department in the management department that has an important position in the company's strategy, selects a fleet in the production department, and analyzes the establishment of the department-level KPI in detail. The following first analyzes the establishment of the KPI of the safety production management department.

(1) Clarify department responsibilities

The premise of the optimization of department-level performance assessment indicators is to clarify the responsibilities of each department of the company, including work goals, main work content, and responsibilities. At the same time, it is necessary to carry out a detailed analysis of the position and role of each department in the company, so as to provide a sufficient basis for the next department-level performance evaluation indicators and the determination of the weight of each indicator.

Taking the production safety management department as an example, the main responsibilities of this department are: responsible for the preparation of the company's safety, operations, and maintenance management systems; responsible for the company's production safety emergency, safety prevention education, operation training, and organization of various businesses Work; Responsible for the analysis and control of the company's operating costs; Responsible for the management of the bus line's operating environment and capacity adjustment; Responsible for the formulation and implementation of the maintenance plan for the daily maintenance of the vehicle at all levels; Control fuel consumption and vehicle maintenance costs; be responsible for the supervision and evaluation of the maintenance quality of the company's operating vehicles; assist the company's performance evaluation.

(2) Decomposition of company-level performance evaluation indicators

According to the characteristics of the industry and the future development requirements of enterprises, enterprises generally have expected development goals, and performance management is carried out around the goals of the enterprise. After Nanjing Bus Company determined the corresponding company-level performance

evaluation indicators, the performance evaluation indicators undertaken by a single department were directly implemented into the department, and the indicators jointly undertaken by multiple departments were decomposed according to the importance of the work undertaken by each department. And implemented to the corresponding departments, thus forming the department performance evaluation indicators. According to the above steps, the company-level KPI indicators in Table 5.4 are decomposed into the safety production management department.

(3) Determine departmental key performance indicators

According to the breakdown of company-level performance evaluation indicators, according to the responsibilities and strategic positions of different departments, it is reflected in the department performance evaluation indicators. According to Table 5.5, the production safety management department has played a greater role in the realization of the company's strategy. With reference to the determination process of company-level key performance indicators, the KPI factors affected by the safety production management department were decomposed, thereby forming the KPI system of the safety production management department, as shown in Table 4.12.

Table 4.12 KPI table of the company's production safety management department

Dimension	KPI elements	KPI indicators
Financial aspect	Cost	Operational cost savings
		Fuel consumption savings
		Vehicle maintenance cost savings
Customer side	Service quality	Operating environment maintenance qualification rate
	Operations Management	Operation plan completion rate, capacity structure adjustment and timeliness
Internal operations	Vehicle management	Service vehicle repair quality, daily vehicle maintenance and repair timeliness
	Departmental collaboration	Performance evaluation and work completion rate
	Traffic accident	Million vehicle-km accident rate, number of major traffic accidents

Staff learning and growth	Employee Development	Employee satisfaction
		Employee training appraisal pass rate

With reference to the KPI establishment process of the safety production management department, department-level KPI indicators for a fleet can be obtained, as shown in Table 4.13.

Table 4.13 Company One Team KPI Table

Dimension	KPI elements	KPI indicators
Financial aspect	Operating income	Operating income growth rate
	Net profit	Net profit rate
	Cost	Fuel consumption savings
Customer side	Market share	Market share, retention rate of old customers, growth rate of new customers
	Service quality	Customer satisfaction, complaints
Internal operations	Operations Management	Operating Plan Completion Rate
	Vehicle management	Vehicle cleanliness qualification rate
	Internal collaboration	Performance evaluation and work completion rate
	Traffic accident	Million vehicle kilometers accident rate, severe traffic accidents
Staff learning and growth	Employee Development	Employee turnover
		Employee training appraisal pass rate

The weight of the index reflects the future development trend of the enterprise to a certain extent. The greater the weight of the index, the heavier the share in the operation of the enterprise. In the design of the performance evaluation index system of Nanjing bus company, the importance of each index is different, so the allocation of weights should be reflected instead of the evaluation according to the same standard, so that the performance evaluation can be more accurate To reflect the true

performance of employees. Therefore, when the company determines the weight of performance evaluation indicators, it must use weighted treatment for the indicators of specific projects, and then distinguish the importance of each indicator, so that the performance evaluation can truly reflect the work performance of each employee. The focus and strategy for the next improvement of its performance management work.

The methods for determining the weight of performance evaluation indicators can be divided into subjective judgment methods and quantitative analysis methods. The former includes empirical inference method and group prediction method. The latter includes time series analysis, regression analysis, and analytic hierarchy process. When Nanjing Bus Company determined the weight of performance evaluation indicators, it used the multiple weighting method in quantitative analysis. The main reasons are that the company has a short time to implement performance management, lacks accumulated experience, and the subjective judgment method relies on the management personnel at all levels of the company. The level of competence needs to be improved. When using the multiple weighting method to determine the weight, the company sorts the performance evaluation indicators of a specific department and specific position according to the degree of importance, assigns the evaluation index with the least importance to 1, and sequentially assigns other performance evaluation indicators with the value of 1. The indicators are compared for importance, and the multiples of the comparison are obtained, and then aggregated to determine the specific weight of each indicator.

This article takes the work performance indicators of the operation manager position of the safety production management department as an example to explain how to use the multiple weighting method to determine the weight of work performance indicators, as shown in Table 4.14. For the position of transportation manager, after discussing with the middle management personnel of the department and relevant personnel of the performance management implementation team, the indicator with the least importance is the "timeliness of vehicle operation certificate processing", and this indicator is assigned a value of 1. Then use another assessment index to make a pairwise comparison with the "vehicle operation certificate processing timeliness" index, and get the corresponding multiple relationship. Finally, the multiples corresponding to each indicator are divided by the sum of the multiples of all indicators to obtain the weight of each indicator.

Table 4.14 Weight distribution of performance indicators

Performance indicators	Multiple relationship with "vehicle operation certificate	Weights
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	processing timeliness"	
Operating environment maintenance qualification rate	3	22
Timeliness of capacity structure adjustment	2	14
Route adjustment survey completion rate	2	14
Operation index analysis completion rate	4	29
Timely rate of vehicle operation certificate application	1	7
Operation service specification assessment pass rate	2	14
Total	14	100

The performance evaluation index evaluation standards refer to the evaluation standards of various performance evaluation indicators of enterprises, departments and employees. Performance evaluation indicators cannot be evaluated without standards. After the performance evaluation indicators and the weights of the indicators are determined, the evaluation standards for the performance evaluation indicators need to be determined.

In the optimized performance evaluation index system of Nanjing bus company, according to the company's actual situation, the performance evaluation index evaluation standards are formulated based on the principles of specific standards, appropriate standards, changes in standards with changes in the environment, and time constraints of standards. This article takes the post of transportation manager of the safety production management department as an example, and details the job performance and the ability and attitude index evaluation criteria of the post.

The performance evaluation index table for transportation administrators introduces the performance indicators, definitions, evaluation standards, and weights of the job, as shown in Table 4.15.

Table 4.15 Evaluation criteria for performance indicators

Performance indicators	Indicator definition	Evaluation standard	Weights
Operating environment	Number of qualified sites / total number of	1.Index 1,get 22 points 2.Index [0.96-1], get 20 points	22

maintenance qualification rate	sites in the operating environment	3.Index[0.91-0.95], get 18 points 4.Index [0.8-0.9], get 15 points 5.Index below 0.8, no point	
Timeliness of capacity structure adjustment	The temporary capacity structure adjustment is completed within the prescribed time limit	3 points for each occurrence of failure to complete within the prescribed time limit	14
Survey completion rate for route adjustment	Number of line adjustment surveys in line with goals	3 points for each less surveyed line	14
Operation index analysis completion rate	Lines, number of vehicles / lines, total number of vehicles that have completed analysis of operational indicators	1.Index 1,get 29 points 2.Index [0.96-1], get 24 points 3.Index[0.91-0.95], get 20 points 4.Index [0.8-0.9], get 16 points 5.Index below 0.8, no point	29
Timely rate of vehicle operation certificate application	Vehicle operation certificate processing completed within the prescribed time limit	3 points deducted for each additional day	7
Operation service specification assessment pass rate	Number of operational service specifications passed / total number of bus drivers	1.Index 0.95 and above,get 14 points 2.Index[0.91-0.95], get 12 points 3.Index [0.8-0.9], get 10 points 4.Index [0.7-0.8], get 6 points 5.Index below 0.7,no point	14

The table of evaluation criteria for the capacity and attitude of the traffic controller introduces the required capacity and attitude indicators, as well as the definitions, evaluation criteria and weights of the indicators, as shown in Table 4.16.

Table 4.16 Evaluation Criteria for Transport Managers' Attitudes and Attitudes

Performance indicators	Indicator definition	Evaluation standard	Weights
Professional competence	Business knowledge and theoretical level required for the job	1.Excellent, 12.5 points 2. Good, 10 points	12.5
Communication	Strong communication and	3. Pass, 8 points	12.5

skills	coordination ability, resolve conflicts well	4.Need improvement,5 points 5.Unqualified, 0 points	
Planning ability	Strong planning, reasonable planning arrangements and high work efficiency		12.5
Resilience	Make accurate judgments on problems at work and can respond in time		12.5
Sense of responsibility	Clarify job responsibilities and have the courage to take responsibility		12.5
Initiative	Defining work goals, proactively overcoming difficulties, and accomplishing tasks well		12.5
Teamwork	Full of team spirit, work with colleagues		12.5
Service awareness	Be welcoming and considerate to colleagues and clients		12.5

4.3.4 Optimization of performance implementation

Performance communication is the communication between managers and employees on performance-related information in the performance management process. The problem of communication can be a deficiency in the performance management process or a problem of the performance management system. The purpose of communication is to solve the existing problems in the work. Problems to improve employee performance. In the process of performance communication, managers need to collect performance-related information, observe and record the performance of employees throughout the process, and timely communicate the deficiencies in the performance implementation process. According to the actual situation of Nanjing bus company, performance communication can be divided into three steps, as shown in Table 4.17. The performance communication between managers and employees can effectively solve problems and give full play to the role of performance management. Managers can also adjust performance plans in a timely manner according to the problems and actual conditions of employees during performance performance.

Table 4.17 Steps in performance communication

Step	First step	Second step	Third step
Management	Understand the work of employees, provide training and help	Feedback employees' performance and give objective evaluation	Talk to employees regularly, hold work meetings, collect and record information about employees' work, and praise or criticize employees
Employee	Truly report to management the problems encountered in actual work	Adjust wrong and invalid working methods in a timely manner and communicate effectively with management	Actively cooperate with managers, truly reflect the work situation, and objectively accept the evaluation of managers

Performance coaching refers to the management to provide employees with relevant coaching, training, and support and guide employees to complete work goals in order to help employees improve work performance. When implementing performance coaching, managers and employees need to discuss the progress of work, problems in the work, methods of solving problems, and what needs to be improved. Performance coaching is a process in which managers and employees participate together and are interdependent on the performance management process.

After determining the performance appraisal goals of employees, the managers of Nanjing bus company should give an objective evaluation of the employees' work performance and provide timely feedback to make employees aware of their own strengths and weaknesses and promptly address the weaknesses.

Improvements to keep employees performing at higher levels of performance. If the performance of employees does not improve significantly, managers should help employees analyze the causes, find the crux of the problem, and improve employee performance.

The premise of performance coaching is that managers must communicate and communicate fully with employees in a timely manner, and fully grasp the entire process of employees completing performance plans. Therefore, during the implementation of performance coaching, the managers of Nanjing bus company should strengthen communication with employees and make relevant records in the communication, so as to provide a reference and basis for the performance evaluation of employees in the next stage.

4.3.5 Optimization of Performance Evaluation

The cycle of performance assessment refers to how often the performance

assessment is performed. When Nanjing Bus Company determines the performance evaluation cycle, it needs to combine the actual situation of the company and the cycle of performance formation, according to the types of positions and positions and the nature of the performance evaluation indicators, and consider the human and financial resources required for performance evaluation. If the performance evaluation cycle is too short, it will increase the company's evaluation cost, and it is impossible to evaluate some cross-cycle performance; if the performance evaluation cycle is too long, process monitoring cannot be performed, which is not conducive to improving the work performance of employees, which will affect the performance of performance management .

Depending on the assessment target, Nanjing bus company has formulated monthly, quarterly and annual assessments. Monthly and quarterly assessments are conducted within 5 working days after the end of the month and quarter respectively, and annual assessments are conducted within 15 working days after the end of the year. Company-level performance appraisal is performed by the group company and is implemented once a year. The performance appraisal at the department level is equivalent to the performance appraisal of the person in charge of the department. Taking into account that the work of middle managers is relatively clear, and the plan has a strong continuity, the middle managers are evaluated on a quarterly and annual basis; the performance of grassroots employees requires regular supervision by middle managers, so the monthly and annual performance of base employees is Perform assessments.

The performance appraisal indicators of employees at all levels of Nanjing bus company are composed of work performance indicators and ability and attitude indicators. The performance assessment results are weighted by the work performance indicator scores and ability and attitude indicator scores.

(1) Assessment of performance indicators

The performance evaluation indicators of Nanjing Bus Company employees are divided into monthly, quarterly and annual evaluations. The scores of the evaluation indicators are mainly obtained by evaluating the key performance indicators, and the highest score is 100 points. In this article, the main body of the assessment of work performance indicators was changed from one higher-level assessment to two higher-level assessments to make the results of the assessment more objective and fair. Index weights at each level are determined by the performance management leadership team based on the position of the assessment subject, as shown in Table

4.18. When the assessment is implemented, the assessee first perform self-scoring against the performance assessment goals, and then different assessment subjects evaluate the job performance of the assessee based on the work performance indicators and their evaluation standards, and combined with the information of various indicators summarized by the Human Resources Department , And then calculate according to the weight to determine the work performance index scores of the assessee in this period.

Table 4.18 Signment table of main body weight for performance indicators

Level	Assessee	Assessment subject	Assessment weight
First level	Mid-level	General manager	60%
		Deputy General Manager	40%
Second level	Middle deputy	Deputy General Manager	60%
		Mid-level	40%
Third level	Entry level employee	Mid-level	60%
		Deputy Director	40%

The final results of the annual performance indicators are calculated by weighting quarterly (monthly) results and annual results. After discussions by the company's performance management leadership team, middle management and employee representatives, it was determined that the quarterly and annual results of the work performance indicators of middle-level executives and deputy staff accounted for 70% and 30% of the annual final results, respectively. Results accounted for 70% and 30% of the annual final results, respectively.

(2) Assessment of ability and attitude indicators

Nanjing Bus Company's assessment of the ability and attitude indicators of employees at all levels is divided into three methods: monthly, quarterly, and annual assessment. The scores of the assessment indicators are mainly obtained by evaluating various indicators, and the highest score is 100 points. As middle managers often have business dealings with the company's managers, other department personnel, and grass-roots employees in their departments, a 360-degree assessment evaluation method was introduced in the assessment of the ability and attitude indicators. The assessment of the ability and attitude indicators of the grass-roots employees will be evaluated by the middle-level staff in the department and the middle-level deputy staff in charge. The weight allocation of the assessment of the ability and attitude indicators of personnel at all levels is determined by the performance management leading group according to the position of the assessment subject, as shown in Table 4.19. In the

evaluation of the ability and attitude indicators, the appraisal person performs self-scoring first, and then the corresponding appraisal subject makes a score based on the work performance of the appraisal person during the appraisal period, according to the appraisal evaluation standards, and combined with the information of each index summarized by the human resources department , And then calculate and summarize according to the weights to form the results of the current assessment of the ability and attitude indicators of the examinee.

Table 4.19 Table of weight allocation of assessment subject of ability and attitude index

Level	Assessee	Assessment subject	Assessment weight
First level	Mid-level	Manager level	40%
		All middle management	30%
		Subordinate	30%
Second level	Middle deputy	Manager level	40%
		All middle management	30%
		Subordinate	30%
Third level	Entry level employee	Mid-level	60%
		Deputy Director	40%

The final results of the annual ability and attitude indicators are calculated by weighting quarterly (monthly) results and annual results. After discussions by the company's performance management leadership team, middle management and employee representatives, the quarterly and annual results of the ability and attitude indicators of the middle and upper staff account for 70% and 30% of the annual final results, respectively. Results accounted for 70% and 30% of the annual final results, respectively.

(3) Summary of performance assessment results

According to Table 4.19, it can be obtained that the performance of employees' performance indicators accounts for 60% of the total performance assessment performance, and the ability and attitude indicators account for 40%. The performance evaluation results of employees in each evaluation cycle can be calculated from the work performance index results and the ability and attitude index results according to their respective weights.

4.3.6 Performance feedback and appeal optimization

Nanjing bus company should pay attention to the role of performance interviews, and managers should conduct performance interviews with relevant employees within 10 working days after the results of the performance assessment are announced. The performance evaluation results of the company's middle-level management personnel are feedbacked by the sub-manager, and the performance evaluation results of the basic-level employees are provided by the middle-level full-time staff in their department. In order to make the performance interview process more clear, this article has made clear the work content of each link, so that both sides of the interview can quickly grasp the specific process of the performance interview, and prepare accordingly. The performance interview process is shown in Table 4.20.

Table 4.20 Performance interview process table

Interview session / object	Prepare before the interview	Communicate results of performance appraisals	Discuss performance and identify improvement measures	Formulate the assessment content for the next stage	Confirm the results of the performance appraisal
Manager	Confirm the time and place of the interview and prepare relevant materials according to the characteristics of the staff	The two parties communicated on the results of the performance appraisal and reached an agreement	Both parties discussed the performance of employees during the assessment period, clarified the achievements and deficiencies, and determined improvement measures	Based on the work results of this period and existing problems, as a result of the actual needs of the company, work tasks for the next phase are formulated	Arrange interviews to confirm the end of performance appraisal
Employee	Preparation of performance-related data, problem preparation				Confirm the end of performance appraisal

As shown in Table 4.20, the process of the performance interview consists of the steps of preparation before the interview, communicating the results of the performance assessment, discussing the performance and determining improvement measures, formulating the assessment content for the next stage, and confirming the results of the performance assessment. Each step needs to be prepared in advance. Through the communication between the two parties in the interview, the performance evaluation results will be feedbacked, and the purpose of improving work performance is finally achieved.

Objectivity and fairness are important principles of performance management. Nanjing bus company should set up performance appeal channels to avoid problems such as unfair treatment of employees by individual managers during assessment, reduce internal contradictions and conflicts, and promote the steady progress of performance management. If employees do not agree with the results of their own performance evaluation, they can inquire the specific evaluation of the performance evaluation from the Human Resources Department; if the employees still do not agree with the evaluation results, or believe that the evaluation subject fails to be objective and fair when performing the evaluation, they can ask the company for specific issues. The Human Resources Department filed an appeal. When employees file an appeal, they need to submit a Performance Appeal Form and explanatory materials, as shown in Table 4.20.

Table 4.20 Performance appraisal form

Department		Examiner	
Post		Complainant	
Grounds of appeal			
Examiner description			
Receiver	Human Resources Department	Date:	
Appeal handling opinions	Head of Human Resources	Date:	

After the human resources department accepts the appeal, it must conduct investigation and evidence collection within 7 working days, and put forward specific handling opinions on the situation after verification, and feedback to the appellant.

after review and confirmation by the company's performance management leadership team. After verification, if the employee's appeal reason is established, the assessment results must be corrected in a timely manner, and the relevant management personnel shall also bear corresponding responsibilities according to the circumstances of the case. Criticize education and impose necessary penalties depending on the circumstances of the situation.

As the main implementation department of the company's performance management, the Human Resources Department must timely sort out the performance appeal opinions in accordance with the relevant regulations of the company, so as to find out the problems in the company's performance management, and compare the performance management system with the performance evaluation indicators, indicator weights, and implementation. Review processes, etc. to determine if adjustments are needed. It is worth noting that the adjustment of the performance management system and its plans must be cautious and must not be adjusted arbitrarily and frequently; otherwise, it will lose the significance of performance assessment, make it formal, and it is difficult to achieve the expected incentive effect.

4.3.7 Optimization of Application of Performance Assessment Results

If the results of performance appraisal are not combined with other mechanisms of human resource management, it will affect the purpose and effect of performance appraisal. The application of performance appraisal results is a very important part of the performance management system. The current application scope of Nanjing Bus Company's performance appraisal results is relatively narrow and should be applied in multiple aspects.

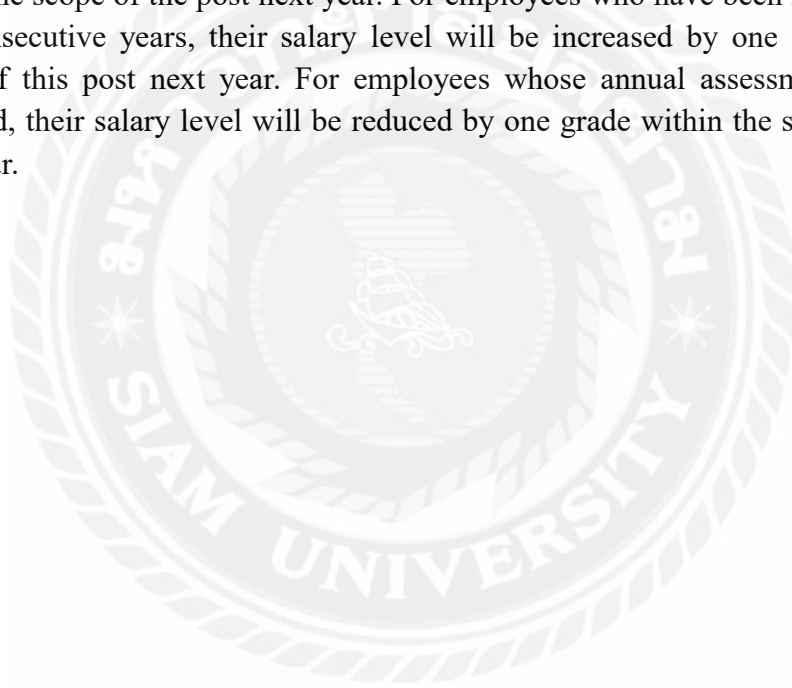
The application of the company's performance appraisal results in compensation includes the payment of employee performance bonuses and adjustment of salary scales.

The performance evaluation results of employees should be linked to monthly, quarterly and year-end performance bonuses. Nanjing bus company has formulated the company's salary system according to different positions and positions, and clarified the proportion of each employee's performance bonus in salary and the base of performance bonus. According to the monthly or quarterly performance evaluation scores of employees, the monthly or quarterly performance bonus coefficients of employees can be obtained, and the annual year-end performance bonus coefficients can be obtained according to the employee's year-end evaluation grade evaluation results, as shown in Table 4.21.

Table 4.21 Performance bonus coefficient table

Assessment score	Above 95	85-94	75-84	60-74	Below 60
Assessment level	S	A	B	C	D
Bonus factor	1.2	1.1	1	0.8	0.6

Based on the employee's year-end performance appraisal level, Nanjing Bus Company can make corresponding salary adjustments for employees. For employees rated as excellent in the current year, their salary level will be increased by one grade within the scope of the post next year. For employees who have been rated as good for two consecutive years, their salary level will be increased by one grade within the scope of this post next year. For employees whose annual assessment level is not qualified, their salary level will be reduced by one grade within the scope of this post next year.



5.CONCLUSION AND DISCUSSION

5.1 Conclusion

Performance management, as a scientific management method and means, is widely used in current enterprise management. The development of an enterprise is inseparable from the efforts of employees. How to effectively improve the enthusiasm of employees is the key to the development of each enterprise. Some aspiring managers hope to establish a performance management system suitable for the development of the company, in order to stimulate the enthusiasm of employees. The current competition in the bus industry is becoming increasingly fierce. How to stand out from the fierce competition requires the introduction of modern corporate management methods to improve the effectiveness of corporate management. Therefore, it becomes imperative to optimize the enterprise performance management system.

This article takes Nanjing bus company as the research object, uses questionnaire survey method, under the guidance of performance management and related theories, summarizes the problems existing in the company's performance management, and puts forward the optimization measures of the performance management system according to the actual situation of the company. conclusion as below:

First, in response to the problems of the current performance management of Nanjing bus company, comprehensively applying performance management related theories, putting forward specific optimization measures, establishing the company's short-term and strategic goals, combining performance management with the company's strategic goals, and highlighting performance management Role and status in corporate management.

Second, performance management has its specific management processes and links and is a systematic management method. It highlights the performance management process of Nanjing bus company, and optimizes the shortcomings of the current performance management system from each process and link of performance management.

Thirdly, based on the current status of performance management of Nanjing bus companies, based on the key performance indicators and the relevant ideas of the balanced scorecard, a new performance management system adapted to the current

development of Nanjing bus companies was proposed. The performance management system contains a wide range of content, such as the idea of performance management optimization plan, business strategy, performance evaluation index system, and scientific and reasonable implementation process, and these contents are determined in the form of a system. As employees of the company must understand and The mastered management regulations have laid the foundation for the improvement of the company's performance management system.

The research in this paper has a strong guiding role in optimizing the performance management system of Nanjing public transport companies, and it also has certain implications for the construction and improvement of the performance management system of other public transport companies in the industry. Limited by my knowledge level and research time, there are still some shortcomings in the research of this article: first, the theoretical research on performance management is not deep enough; second, the proposed performance evaluation index optimization plan is based on the company's important department-the safety production management department and One team focused on the elaboration and lacked analysis of other departments. The performance management optimization plan proposed in this article needs to be further applied and developed in practice in combination with performance management theory, and continuously adjusted and improved according to the actual operating conditions, in order to better promote the company's sustainable and stable development.

5.1.1 Setting up a specialized agency for performance management

The current performance management of Nanjing bus company is organized and implemented by the Human Resources Department. The company's deputy general manager and middle-level executives give specific scores to relevant employees, and lack a clear leadership mechanism and organizational implementation mechanism. Therefore, the company needs to establish a performance management leadership group, as the highest authority for performance management, with the general manager as the group leader, and the group members include the company's deputy general manager and the head of the human resources department. The responsibility of the performance management leadership group is to formulate and improve performance management policies, standardize the implementation process of performance management, and review the results of performance assessment. Relevant members of the performance management leadership group are also directly responsible for the performance management of middle management personnel within the scope of management. The performance management leadership group consists of

a performance management implementation group, which is composed of all employees of the human resources department, heads of departments and performance specialists, and the head of the human resources department serves as the team leader. The Human Resources Department is responsible for the organization and implementation of specific work of performance management, as well as system improvement, process optimization, and application of results. As an important implementation subject of performance management, the heads of each department are directly responsible for the implementation of the department's performance plan and assessment and implementation.

5.1.2 Senior management attaches importance to and supports

As the company's senior management, the company's managerial staff attaches great importance to and supports performance management, which is an important factor for the success of performance management. The company's senior management must correctly understand the role of performance management, set an example for employees in observing and implementing performance management rules and regulations, and implement the performance management optimization plan. Prior to the implementation of the performance management optimization plan, senior management personnel vigorously publicized and advocated performance management at staff meetings and other various occasions, unifying employees' ideology and understanding, and forming employees' performance management concepts. At the same time, senior management personnel must attach importance to training. Through training, employees can understand the basic content of the performance management optimization plan, and can also enable managers to master related methods and skills for performance evaluation. During the implementation of performance management, senior management personnel are personally involved in various processes of performance management, strengthen communication with employees, and help employees achieve their work goals.

5.1.3 Creating a performance management culture

Culture plays a significant role in performance management. A positive and healthy cultural atmosphere can motivate employees to work and form a positive interaction between employees and managers. The development of performance management is inseparable from the support of a performance management culture. To this end, the company's performance management culture construction should be strengthened from the following aspects:

First, strengthen publicity so that employees realize the significance of implementing performance management. Introduce employees to the company's strategic goals, business strategies, future development directions, and the internal and external operating environment in which the company is located, so that employees recognize the role of performance management in promoting the company's long-term development. Through these measures, employees can understand the purpose of the company's performance management, and closely link the development of employees with the survival and development of the company.

Second, it is guided by incentives to make the concept of performance management popular. Performance management, as an incentive method, combines employees' income with performance. At the same time, it not only has material incentives, but also more importantly integrates with employees' career development and promotion. It is regarded as a matter of internal division, which can achieve a win-win situation between the company and employees, and provide a broad mass basis for performance management.

Third, adhere to people-centeredness, meet the reasonable needs of employees, and organically integrate material incentives and humanistic care. In performance management, different incentive mechanisms are formulated according to the different departments, positions, and positions to meet the needs of different employees. Strengthen communication and communication with employees, understand employees' needs and requirements, help employees solve difficulties in work and life in a timely manner, and create a good performance management atmosphere.

5.1.4 Establish performance management system

The institutionalized and standardized performance management system is an important prerequisite for the effective operation of the company's performance management system. Nanjing Bus Company needs to solidify the content of performance management in the form of a system, clarify the purpose and applicable objects of performance management, the responsibilities of performance management agencies and appraisers, performance evaluation indicators and evaluation standards, the formulation of performance plans, the implementation of performance management, Methods of performance appraisal and archiving of performance management related materials. While establishing the company's performance management system, it is necessary to improve related supporting systems, including: incentive-oriented compensation system, employee career planning management system, departmental division of labor and job responsibilities, work processes and

standards.

5.1.5 Introduction of Performance Management Information System

Informatization management is the development trend of modern enterprise management. Effective information processing capacity is the guarantee for the smooth implementation of performance management. Therefore, in order to comprehensively improve the performance management level of Nanjing public transport companies, it is necessary to introduce and build a performance management information system. When introducing a performance management information system, it should be based on the principle of full participation and interaction of the entire process to help enterprises realize the value of organizational performance management. The company currently has multiple systems such as financial accounting systems, office automation systems, and public transportation GPS monitoring systems. The performance management module will also be implemented by developing existing human resource management systems. With the help of the performance management information system, the company can automatically collect the required data, which can not only reduce the workload, but also overcome the influence of subjective factors in the performance management process, and improve the science and accuracy of performance management.

5.2 How to solve the employee performance management of Nanjing Bus Company

(1) Update concepts and increase propaganda

When enterprises implement performance management, they have not made enough publicity, and they have not conveyed the real intention of performance appraisal. The concept of performance management is only mastered by a few people. The vast majority, including some line managers, do not really understand the company. What kind of changes will the performance bring to yourself. In their view, this may just be a more powerful method for companies to control employees. With performance appraisal, companies can arbitrarily change their career destiny, and behaviors such as demotion, salary reduction, and dismissal will be more frequent. So they often have a fearful attitude towards performance appraisal, fearing that performance appraisal will bring bad changes to themselves. This situation eventually led to performance evaluation in the form of indifference, employees were indifferent, and the line manager was just coping with it, completing the performance evaluation form assigned by the human resources department like completing the job. Therefore, in the initial implementation of performance management, the company must make sure that the propaganda is in place, so that each member of the organization can

understand the real intention of the company to implement performance evaluation.

(2) From a strategic perspective to understand and implement performance management

Performance management is the process by which companies transform strategies into actions, and is an important component of strategic management. The role of the human resources department in performance management is to implement specific operations and undertake horizontal organization and coordination. Strategic performance management is the key to achieving the ultimate goal.

(3) Formulate clear performance goals

Performance goals are critical to the overall performance of an enterprise, and individual goals and overall goals need to be linked together. Personal goals are derived from the company's overall goals and plans. Several points should be noted when setting clear performance goals:

1. Performance goals must be personalized. Even though many employees have the same job responsibilities, different employees have to set different performance goals. Because only by recognizing their unique needs, skills and abilities in their performance goals can they be allowed to achieve their performance goals in different ways than employees of the same position.

2. The process of setting goals is more important than the goals created. During the communication between the appraisers and the appraisees, it can help employees establish a consciousness of contributing hard to reach the set performance goals. Repeated communication and feedback are required in the process of setting goals. Otherwise, the goal is useless.

3. The goal cannot be rigid. If the goal cannot be modified, it cannot be adaptable. The working environment of employees is constantly changing, and the external competitive environment is also changing rapidly. The individual's performance goals need to be modified or redistributed.

(4) Conduct continuous and effective performance communication

In the process of performance management, communication is continuous and throughout. The continuous communication between the appraiser and the appraisee is the key and guarantee for the smooth performance evaluation of the enterprise. During the implementation process, communication and feedback should be kept at any time to let the appraisees know what the appraisal is, how to appraise it, how to use the

appraisal results, etc. This not only stimulates the enthusiasm and confidence of employees, but also enables personal appraisal and departmental appraisal Team assessment remains consistent.

(5) Emphasis on the selection of methods and tools in the process of performance evaluation

The methods and tools for performance evaluation are diverse, including 360° comprehensive evaluation, balanced scorecard (BSC), key performance indicators (KPI), and enterprise resource planning (ERP). What kind of tools and means to choose mainly should be considered according to the company's strategic objectives, the management level of the enterprise, the responsibilities of the job and the results of job analysis, the needs of the appraisers, the needs of the organizational structure, etc., rather than blindly copying.

In fact, the core and difficulty of performance management is not the design of theory and system, but the effective implementation. Successful implementation of performance management can not only help enterprises improve management efficiency, but also help managers improve management level and achieve role transformation.

In short, performance management is a systematic and dynamic management process. In order to implement performance management, enterprises in China must profoundly understand their own problems in performance management according to their own situation, from the top leadership to the grass-roots employees to completely change the concept, have a systematic and comprehensive understanding of performance management , Establish an effective performance management system, and carry out continuous communication in the process of performance management to achieve continuous improvement of organizational performance and continuous improvement of the organization's core capabilities. Under the premise of continuous communication, management helps employees remove obstacles at work, provides necessary support, guidance and assistance, and together with employees to complete performance goals, so as to achieve the organization's vision and strategic goals.

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APPENDIX

I. Your personal basic information

1. Your gender:

A male

B female

4. **Your age:**

A 21-30 years old

B 31-40 years

C 41-50 years

D 50+

5. **Your education:**

A junior high school or below

B high school or technical college

C college

D Bachelor degree and above

6. **Your working experience:**

A 2 years and below

B 3-5 years

C 6-10 years

D over 10 years

5. **Your position:**

A Mid-level executive

B Mid-level deputy

C Basic management

D Bus driver

What do you think of performance management

Please judge the following description based on your real feelings and choose the most suitable number. (1 totally does not match; 2 does not quite match; 3 is unclear; 4 basically matches; 5 fully matches.)

1. The company's performance management system is perfect
2. You know the company's strategic development goals
3. The company's performance management can effectively promote the achievement of strategic goals

4. After implementing performance management, you feel that your work is very important and contributes to the achievement of the company's goals
5. The company's performance management brings the personal goals of employees into line with the company's goals
6. You strongly support and agree with the company's performance management
7. You agree with your performance
8. The company's current performance management helps improve employee productivity
9. The implementation of performance management system is very strict
10. The management personnel and you jointly determine the content of the performance assessment through prior consultation.
11. In order to achieve better job performance, managers guide your work
12. Performance appraisers have received professional training and mastered performance appraisal skills
13. Performance evaluation is based on a large amount of data and information, and the results are objective and fair.
14. Managers give feedback on your performance appraisal every time
15. Performance management greatly promotes the quality of internal communication
16. Your performance salary is highly correlated with performance
17. You are satisfied with your performance bonus
18. The results of performance appraisal are fully integrated with the professional development of employees