



Analysis of the problems and countermeasures of SME performance management—Case study on Dalian Ideal Food Co., LTD



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**Analysis of the problems and countermeasures of SME performance
management—Case study on Dalian Ideal Food Co., LTD**

**THEMATIC CERTIFICATE
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Abstract

Research Title: Analysis of Problems and Countermeasures of SME Performance Management -- Case Study on Dalian Ideal Food Co., LTD

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With the rapid development of China's economy, China's SMEs also developed rapidly, and with it, the demand for talent by enterprises has gradually increased. The main factor affecting private enterprises is human resources and competition for resources has improved the development of current enterprises. From this point of view, good performance management can effectively enhance the enthusiasm of employees and promote the overall core competitiveness of the company.

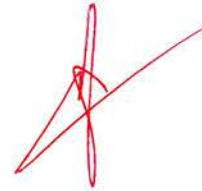
This paper focused on the study of SMEs and used Dalian Ideal Food Co., Ltd. as the research object with a this article focus on the methods of setting KPI performance indicators and improving performance. Performance management and salary management are closely related, and in order to ensure effective performance management, the company's salary system must be integrated, and reasonable positive and negative incentive measures must be used. On the basis of this document, the knowledge management ability, enterprise performance, and the correlation between knowledge management ability and enterprise performance were theoretically combed. Related hypotheses were proposed with a positive correlation between knowledge management ability and enterprise performance relation.

Through the questionnaire survey, using the research method of case study, through empirical analysis, the following conclusions were drawn. There is a positive correlation between performance management capabilities and corporate performance.

Finally, there were still some problems that need to be solved, and worthy of further exploration in the current research. Many factors, such as the characteristics of corporate websites, customer relationship management capabilities, human capital status, ownership structure, etc., affect corporate

performance to a certain extent, there were still some difficulties in performance management, and at the same time, the difficulties also limit the rapid and stable development of enterprises.

Keywords: SMEs, Private Enterprise, Performance management



摘要

题目： 中小企业的绩效管理问题及对策分析——以大连理

想食品有限公司为例

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随着中国经济的快速发展，中国的中小型企业也得到了快速的发展，随之而来的是企业对于人才的需求逐步提升，目前影响民营企业的主要因素是人力资源，企业必须从人力资源的竞争上来提高现在企业的发展。由此看来，通过良好的绩效管理可以有效提升员工工作积极性，促进企业的整体核心竞争力。

本文针对中小型企业研究，以大连理想食品有限公司为研究对象。首先，本文重点介绍设置 KPI 绩效指标和改进绩效的方法。应当指出，绩效管理和工资管理是密切相关的，而为确保有效的绩效管理，必须整合公司的薪酬体系，并使用合理的正向和反向激励措施。在此文献基础之上，对知识管理能力、企业绩效、以及知识管理能力和企业绩效之间的相关性进行理论梳理，提出相关假设，即假设知识管理能力和企业绩效之间存在着正向相关关系。

然后通过问卷调查，采用案例研究的研究方法，通过实证分析得出以下结论。绩效管理能力和企业绩效之间存在正向相关关系。

最后，目前的研究中仍然存在着一些尚待解决和值得进一步探索的问题。因为企业网站的特征、客户关系管理能力、人力资本状况、所有权结构等等很多因素都在一定程度上影响着企业绩效，绩效管理中还有一些困难，同时其困难还限制企业的迅速稳定发展。

关键词： 中小企业 民营企业 绩效管理

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Time flies like flowing water, and in a blink of an eye it is the time of university graduation. The school leaving date has gradually progressed, and the completion of the graduation thesis has also come to an end. From the beginning of the project to the smooth completion of the thesis, I have always been inseparable from the teachers and classmates who gave me the warm help. Please accept my sincere thanks! Here I would like to express my heartfelt thanks to all the teachers of Siam University MBA. Thank you for your hard work during the four years, thank you for teaching us the principles of life, and thank you for your tireless teachings during the four years!

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1 INTRODUCTION

1.1 Research background

A century ago, driven by the wave of industrialization, the pioneers led by Taylor brought the new cognition of human management activities and their internal laws into the palace of science. Since then, management research and practice began a century of rational exploration and launched a new page. Nowadays, all schools and Thoughts on management research all point to performance management research. Performance management has experienced a process from a very single evaluation mechanism to a systematic and comprehensive direction. With the continuous development and deepening of management practice, in different disciplines, different organizations and different stages of social and economic development, people have different understanding of performance management, and the understanding is constantly changing, which ultimately leads to the lack of a lasting and unified performance management method to adapt to the performance management work. In addition, with the rapid development of high-tech information technology and fierce changes in the market economy environment, it puts forward new requirements and challenges to the performance management of HR department

Peter, the originator of management. Drucker once proposed that the development of knowledge can be divided into three stages. Among them, the first stage was before the end of the 19th century. At that time, knowledge was mainly used in tools and production processes, which gave rise to the Industrial Revolution, the emergence of the Industrial Revolution. The rapid development of productivity, experience can be expressed in knowledge, and the apprenticeship process can be found in textbooks; the second stage occurred at the end of the 19th century, when Taylor proposed scientific management methods, which used knowledge to manage both technical and non-technical work. Method to organize, thereby rapidly increasing productivity; the third stage is after the 1980s, with the introduction of the knowledge economy, knowledge is systematically used to define what new knowledge is needed, resulting in a more profound management revolution.

At present, the world is undergoing a transition from an industrial society to a knowledge society, and knowledge has become a resource of equal importance with land, capital, factory buildings, and equipment.

At the same time, technological progress and economic development are simultaneously appearing in today's society, which makes consumer demands change with each passing day, and individualized demands are becoming increasingly obvious. In order to meet the unpredictable demands of consumers, companies must strengthen their competitiveness and achieve viability. Continuous development. To maintain a lasting competitive advantage, companies need to be able to create, disseminate and use new knowledge faster than their competitors. At present, the knowledge economy has become a new type of economy, and research and development are gradually becoming the foundation of the knowledge economy, and the knowledge-intensive degree of products and services in many industries is also increasing. In the knowledge economy, the generation, conversion, integration, and diffusion of knowledge have become an important force to promote economic growth. Authoritative experts predict that the contribution rate of knowledge to economic growth is gradually increasing, and it may increase to 80% after the 21st century

From the perspective of knowledge, to achieve sustainable development of an enterprise, it is necessary to continuously combine and recombine the knowledge of organizations and individuals to realize the acquisition, transfer and innovation of knowledge. This requires companies to improve their knowledge management capabilities. However, can the improvement of corporate knowledge management capabilities really improve corporate performance? If it can improve corporate performance, how can companies improve their knowledge management capabilities? These issues have become a hot topic that many experts and scholars pay attention to in recent years, and they are also issues that companies hope to solve. It will help enterprises to correctly respond to the challenges of the knowledge economy, guide Chinese enterprises to carry out effective knowledge management through the improvement of knowledge management capabilities, and enhance the competitive advantages of Chinese enterprises.

Summary of Research on the Impact of Knowledge Management Capability on Enterprise Performance From the perspective of knowledge, to achieve sustainable development of an enterprise, it is necessary to continuously combine and recombine the knowledge of

organizations and individuals to achieve knowledge acquisition, transfer and innovation. This requires companies to improve their knowledge management capabilities. However, can the improvement of corporate knowledge management capabilities really improve corporate performance? If it can improve corporate performance, how can companies improve their knowledge management capabilities? These issues have become a hot topic that many experts and scholars pay attention to in recent years, and they are also issues that companies hope to solve. It is in this context that this thesis conducts a theoretical discussion and empirical analysis on this issue.

1.2 Objective of the study

The research scope of this paper is the performance management of employees in Dalian Ideal Food Co., Ltd. It is mainly to understand employees' understanding of performance management and their views on the implementation of performance management in their own enterprises. So as to improve the management of the enterprise

1.3 Research significance

Performance management can better solve the current human resources development in the process, and the contradiction between employees, through scientific and reasonable performance management, can greatly improve the enthusiasm of employees, facilitate staff management in the future, for small and medium enterprises have not yet established a complete performance management system, scientific analysis, security companies to establish a perfect performance management system as soon as possible

Aiming at the problems arising from the operation of the company's employee performance management, the improvement and optimization of the employee performance management scheme of Dalian Ideal Food Co., Ltd. is of great significance to the implementation of the company's strategic objectives and the realization of benign development. Through the effective implementation of performance management, corporate strategy and business target layers of decomposition to all levels of management, make the managers at all levels clear direction and a clear mission, to further enhance the overall efficiency of management of the company, to ensure the effective implementation of corporate strategy and management

responsibility, employees under the effective performance management plan, will be able to get a reasonable salary incentive, training, development and growth promotion, further embody its value, the enthusiasm of staff and will be greatly stimulate creativity

Performance management is an indispensable link in enterprise operation and management, which plays a positive role in promoting the realization of enterprise strategic goals, and thus enables enterprises to develop stably in the competition. Performance management can link the strategic objectives of an enterprise with the work behavior of employees, transform employee performance into enterprise performance, and subdivide the objectives of the enterprise into various subordinate departments and employees. In the process of performance management, performance planning, performance assessment, performance communication, performance results and other steps are integrated with the work of employees. Performance management can make employees work harder. When employees feel more work value and sense of achievement, the strategic goals of the enterprise can also be realized. Therefore, performance management combines the managers and employees in the enterprise into an efficient whole, excavates the potential and value of the enterprise, and helps the enterprise to achieve its strategic goals

Human resource management has an important impact on the long-term development of enterprises, and performance management can help enterprises improve their human resource management strength. Performance management connects managers and employees closely. Managers understand and inspect employees from various aspects such as business ability, work contribution and team consciousness, so as to make the human resource management of enterprises more efficient and scientific. In addition, performance management can provide favorable information on employee performance, help managers make decisions and make optimal allocation of resources when enterprises make decisions on salary, personal achievements, bonus distribution and other aspects. Performance appraisal can enable employees to give full play to their advantages in their suitable positions. When problems arise within an enterprise, performance management can also help human resources to make correct decisions in a timely manner, so as to solve problems efficiently. Therefore, performance management can not only enhance the enterprise's human resource management strength, but also facilitate the rational allocation of enterprise resources

Performance management is conducive to give full play to the role of enterprise incentive system. By performance planning, performance appraisal, performance feedback and performance management, managers and employees more contact, understanding, communication, more real and effective to the enterprise staff's work performance, cooperation spirit, work attitude make accurate judgment, and to praise or employee's work behavior guide, which can better improve the staff's work enthusiasm, enterprise incentive system to play a role. In addition, performance management can help employees understand the changes in the enterprise's human resources, and at the same time provide appropriate ways for employees to be promoted. Performance management can help enterprises improve the talent management program and avoid the brain drain. Promotion is the motivation for employees to work, and performance management can tell employees that good performance appraisal results will lead to the possibility of promotion. Therefore, performance management is conducive to play the role of the enterprise incentive system and the improvement of the appointment and promotion system, improve the ability of enterprise management.

1.4 Research Problems

1. Research the cognition and views of employees on various aspects of performance management.
2. Research the relationship between performance management and company development.
3. How to promote the rapid implementation and application of performance management in enterprises.

1.5 Hypothesis

H1: Knowledge management ability has a direct positive impact on corporate performance.

H2: There are deviations in performance management

H3: Effective performance management can mobilize the enthusiasm of employees

2 LITERATURE REVIEW

2.1 Dalian Ideal Food Co., LTD

Dalian Ideal Food Co., LTD. Is a joint venture established in 1996. The company's main production line is canned products, the company at the beginning of the establishment, adhering to the corporate culture, to do the best canned products in the world, has become their mission, and in each product line strict requirements on product quality. Canned the present our country's most influential companies in "Leasun" and "linjiepuzi" brand as the representative of canned products, they in the production of canned products, whether the management of the staff, or to the enterprise production technology equipment had high levels of lead, since 2001, the two companies in the canned industry in our country with the most rapid efficiency took the lead through the British moody company ISO9000, HACCP food quality management system certification, the IFS international standard certification and accreditation of the BRC global food standards. The enterprise through the above certification in the domestic influence reached its peak. At present, the canned goods produced by this company have been sold in more than 20 countries and regions in Europe, America, Australia and Japan, and become the source of global suppliers. At present, the company has become the leader of the industry, and enterprises as well as China canned apple's biggest manufacturer company development first, only the assets of more than 100, annual production reached more than six hundred tons of canned, canned became a small processing plants, the current in the canned food industry has become the key enterprises in the northeast.

2.1.1 Status quo of Performance management in Dalian Ideal Food Co., LTD

In recent years, with the increasing development of market economy, performance management has been initiated in various state-owned enterprises. The current performance management of Dalian Ideal Food Co., LTD. Can be analyzed from the performance objectives, performance assessment methods, performance communication, performance feedback and other aspects

2.2 The concept of performance management

Performance refers to the employees in daily work of the performance accords with a condition associated with the company to make the employee's work performance evaluation work ability and work attitude, in the work of job performance is the result of a work, must want to make sure the good employees working ability and working attitude, can help enterprises to better development. Every enterprise's performance management is to enable managers to better understand the completion of each employee's tasks. Performance appraisal is a continuous process, and we require every employee to complete their own appraisal

The concept of "performance management" was first proposed by Beer and Run, who believed that performance management is to improve the future market value of enterprises through the management of enterprises and improvement programs. Later, Itichae Armsrany supplemented this concept by emphasizing the importance of communication in performance management, Raymond "A. Noe defined the concept of performance management as: "The company's managers must improve the work enthusiasm of each employee, so as to make the enterprise have a better development

Current our country enterprise in the process of performance management, and have no understanding of the current performance management to produce enough, in the process of enterprise development, for the current performance management process, there are significant performance management value degree is not high phenomenon, in the process of enterprise operation and management of the current, through to the enterprise to carry on the effective performance management can better improve enterprise operating performance, good performance management can improve enterprise staff's enthusiasm, at the same time for the current enterprise provide a positive role in the development of related projects.

2.3 Characteristics of performance management

2.3.1 systemic

Performance management is systematic rather than single. Most people believe that performance management and performance appraisal are the same, no matter in the theoretical expression or in the implementation of management. It is for performance management is that most firms, usually due to performance management and performance appraisal for, such enterprises can think the enterprise performance evaluation work is done the performance appraisal, but it's just for yourself, and achieve good performance management is not enough.

2.3.2 targeted

Objective management, for the enterprise's employees to clear the goal of each staff and the direction of efforts, managers know how to better target each staff to the target of effective management, to provide the right support and help. Similarly, performance management generally emphasizes management mode with clear goals, while performance management mode with goals and communication is more recognized and used by the public. Only when the target is clearly defined can the management and grass-roots staff make clear the direction of their efforts, can they make joint efforts to achieve the current performance target, thus can they greatly improve work efficiency, better bring greater benefits and cohesion for the enterprise, and lay a foundation for the better development of the enterprise.

The communication between the grassroots level and the management level is a particularly important part of enterprise management. In a word, the process of enterprise performance management is actually the constant communication between the grass-roots and the leadership. If there is no language communication between people, enterprise performance management is just a form

2.4 The role of performance management

2.4.1 Achieve business goals

Every enterprise has its own goals before taking actions. In the process of daily management, the ultimate goal of an enterprise is to achieve its goals. In the process of target management, the most effective means is enterprise performance management. Through performance management, we can assign specific tasks to each employee and put them into practice. In this way, not only can each employee understand their own work goals, but also can let the leadership see the achievements of each employee. This not only benefits the development of the enterprise, but also enables the leader of the enterprise to better understand each employee.

2.4.2 Effective execution

Enterprises promote their execution ability through performance management. Through scientific and reasonable performance management means to ensure that the staff to be able to in the scientific performance management system, inspire the enthusiasm of employees, it can not only motivate employees better work hard, but also can regulate the behavior of the employees' work, arouse the enthusiasm of employees, so as to make every employee can reduce the phenomenon of slacking off

2.4.3 It is easier for employees to be evaluated

At present, all employees are paid the same salary. Performance management can help more excellent employees stand out from the bad. Performance management can not only help enterprises find more excellent employees, but also encourage all employees to work actively.

At the same time, through performance management, we can observe the performance of each employee in an enterprise, which can not only create a better working atmosphere for the enterprise, but also promote the better development of the enterprise..

2.5 Factors affecting performance management

2.5.1 There are deviations in the understanding of performance management

For the problem of performance management, many managers of enterprises for its concept still do well in the traditional reward, and do well will be punished, and the true meaning of performance management is to through the management of them to make their work more efficient and better benefits for the company, but the managers of enterprises, often ignore this important point. Performance management and performance appraisal are different concepts. In performance management, performance appraisal is only a part of performance management, and it is an evaluation of the performance management process, rather than the whole management process. If business leaders only care about the results of performance appraisal and neglect the management of the whole process, it will lead to low work efficiency of employees and low operating efficiency of the enterprise. Performance management is the responsibility of the enterprise, not a department, the responsibility of the enterprise on down to the grassroots employees to management personnel, are involved in the performance management system, enterprises should make full use of this way to the performance management, to improve the staff's working efficiency, so as to lead to higher performance and benefits for the enterprise.

2.5.2 Performance management does not match strategic objectives

At present, we have found that the performance management of Dalian Ideal Food Co., Ltd. has a large deviation, mainly due to the disconnection between the enterprise's development strategy and performance management. Through this analysis of the performance management of Dalian Ideal Food Co., LTD., we can see that the employees of the company did not realize the importance of performance goals, and the company made serious mistakes in its development strategy. The performance goal of Dalian Ideal Food Co., Ltd. is to develop a corresponding performance management system for each department according to the work situation of the department. We must know the performance of all the employees in each department. If we fail to attract the attention of the employees through performance management, we must know the performance of all the employees. In fact, the development strategy

of this enterprise in the future will be seriously affected. In fact, the performance management of Dalian Ideal Food Co., Ltd. is only a preliminary implementation, and does not allow each department to conduct assessment in a real sense. We must take the performance assessment as a whole set of enterprise management system to assess every employee. The enterprise must have a big picture idea so that it can coordinate and develop the work among different departments. Every department is the core leader of all employees, we can't let every employee can't find their own work content, we have to understand each from the whole. Every department needs to communicate in a timely manner to accomplish the objectives of the task as far as possible, so as to avoid the conflict with other departments in the work, thus causing serious damage to the overall interests of the enterprise

2.5.3 The formulation of performance assessment indicators lacks pertinence

Enterprise in designing performance evaluation indicators, can choose a generic, mostly suitable for assessment index of departments, and for each different departments is not specific and targeted evaluation criteria, performance appraisal standard, also is each employee in the work performance rating standards, is the final assessment results of each index proportion, the inspection to targeted means according to different departments responsible for different product categories, to set up the corresponding standard, for example, management staff and grass-roots staff responsible for the task is different, when carries on the appraisal, appraisal standards and examination requirements if it is the same, Such assessment results are meaningless, but in the performance assessment of Dalian Ideal Food Co., LTD., many assessment indicators are highly subjective. This will cause enterprise evaluation criteria of lack of fairness, such as when the assessment and evaluation on the staff of the superior, all the fieldworker for evaluation for examination and assessment of the in the mind is don't want to offend the object, so the evaluation results will tend to be better as a result, in which it will appear some error, we have no way to realize that this was for examination and assessment of employees, at the same time for enterprise's good employees can't find in a timely manner.

2.5.4 Lack of communication and feedback in performance management process

According to our research, the main problem of performance communication in Dalian Ideal Food Co., Ltd. is that the communication between employees and managers within the company is not in place. In the process of performance communication, there will be great errors, which will lead to employees not understanding their tasks and goals. Effective performance management should achieve zero barriers between managers in the grass-roots staff communication, when there is a problem, we will be together from work to find the solution of problem study, through the performance of communication, every managers can put forward their valuable opinions to improve the output and efficiency of the whole enterprise, we also regularly give each employee to encourage, hope they in the later work on the road to make better progress. According to our investigation, we find that the managers of this company have a bad attitude towards employees, which leads to the employees' attitude of exclusion and scheme at work. The last point is that in the process of performance communication, we attach too much importance to the result and give up the process. Performance management is the core of an enterprise, we must pay attention to the final result, of course, the process can not be ignored. If we only pay attention to the results, then we can only bring short-term benefits to our enterprise, not long-term development. In the process of performance communication, Dalian Ideal Food Co., Ltd. usually just reports its performance appraisal results to employees instead of encouraging them to make efforts to improve, which violates the core meaning of performance management.

2.5.5 The setting of performance indicators is not scientific

The selection and determination of performance indicators is an important and difficult problem in the evaluation. In practice, the company pursues a comprehensive and complete index system. The performance index adopted by the company refers to the completion of the responsibilities of the department in terms of functional departments and a series of factors such as morality, diligence, ability and performance in terms of employees. It can be said that the company has achieved everything. However, how to make the evaluation criteria as quantifiable and operational as possible, and how to combine them with the performance plan is not well considered. As for performance management, it should mainly focus on key performance indicators, establish personalized evaluation indicators for different employees, and

guide employees' behaviors to the goal direction of the organization. Too many and complicated indicators can only increase the difficulty of management, reduce employees' satisfaction, and influence the guiding role of employees' behaviors. The performance evaluation mechanism of the company belongs to a kind of non-participatory evaluation system. Employees passively accept tasks, have vague goals and unclear responsibilities. After the completion of work, superiors use limited indicators and subjective impressions to evaluate and evaluate subordinates, which has a large deviation and fails to motivate employees. The existence of too many qualitative indicators can't avoid the arbitrary subjective judgment of the evaluation organizer in the actual evaluation process, which affects the seriousness and effectiveness of the evaluation work.

2.5.6 There is subjectivity and one-sidedness in performance appraisal

The company's sound performance appraisal system aims to judge employees' potential development ability through the evaluation of their work in the past period, and serve as the basis for rewarding and punishing employees. However, in practice, the accuracy of performance appraisal is often affected by human factors and produces deviations, such as: halo deviation, self-like effect, trend effect and recency effect. Most of the defects in performance appraisal system come from the subjectivity and one-sidedness of performance appraisal, and the result will inevitably affect the credibility and validity of performance appraisal

2.5.7 Performance management is disconnected from strategic objectives

The performance objectives of each department of the company are not decomposed from the enterprise strategy layer by layer, but put forward according to their own work content, that is, the bottom-up declaration, rather than the top-down decomposition. In this way, performance management is disjointed from strategic goals, which makes it difficult to guide all employees towards organizational goals. Performance management, as an effective tool for the implementation of corporate strategy, is the key to decompose and implement strategic objectives to each employee and make each employee take responsibility for the realization of corporate strategic objectives. In fact, performance management is a process of transmitting performance pressure and dispersing work tasks from top to bottom, changing the

pressure borne by senior managers to that borne by managers at all levels and ordinary employees, thus turning the organization into an organic whole.

2.5.8 Lack of management data, lack of quantitative indicators

Business report is not thorough, management data is not available. There are plenty of businesses that don't even bring their meeting laptops. Some enterprises are well trained, a meeting to speak data, the meeting is well prepared before the meeting, but there are some enterprises, the meeting notebook do not bring. Other companies don't talk about data at all, because without data, you can't figure out where the bottleneck is, and the entire corporate data system doesn't exist.

There is no goal to talk about responsibility, there is no definition of rights, performance is the same, it cannot be quantified, it is just a feeling, there is no way to quantify, find out the direction and goal of our improvement, this is the core. In the absence of quantitative indicators, the compensation system is also in chaos. The compensation system, performance system and incentive system in the whole company are all in chaos. Extend to the scope of management, management to solve the way is called the design of the compensation system. The design of our compensation system is often problematic for many companies. This is called performance management and performance improvement program design. Performance management cannot be implemented effectively without quantifiable indicators.

It can be seen from the above analysis that the research on the correlation between knowledge management capabilities and corporate performance is mainly carried out from the perspective of theoretical analysis. Based on this, this research assumes the following.

2.6 Research review

In terms of the classification and definition of performance, Katz & Kahn (1978) proposed a three-dimensional classification. They believe that performance includes three

aspects: joining the organization and staying in the organization, meeting or exceeding the performance standards set by the organization for employees, and spontaneously carrying out activities beyond the organization's regulations on employees. Campbell (1990) proposed a performance model based on three parameters: declarative knowledge, procedural knowledge and skills, and motivation. They further proposed that eight performance components come from these three aspects: job specific task performance, job specific task performance, verbal and oral communication, effort, discipline, convenience for team and colleagues, supervision and leadership, and management. On the basis of previous studies by Bo Man et al. (1995), a causal model was constructed which was influenced by evaluators, assesses, assessees' characteristics and colleagues' evaluations. Wang Xia (2019) believes that employee performance management should include three processes: planning, improvement and evaluation.

In terms of the problems existing in performance management, Liu Yanxin (2019) pointed out that the purpose of traditional performance appraisal should be shifted to improve employee efficiency. The traditional performance appraisal has serious deficiencies. Due to the subjectivity of the assessment, the assessment has not been well implemented. Many managers think highly of their employees, but they want to fire them privately. Too much attention to the process and form of assessment, not pay attention to the value of the assessment, the role of the organization and staff is not great. Fan Derui (2001) pointed out that performance management system should be used instead of annual performance appraisal. The abolishment of appraisal is only the beginning of performance management. Therefore, we can know that performance appraisal is an important part of performance management, but performance management is by no means equal to performance appraisal. Wu Hong (2019) pointed out that the purpose of traditional performance evaluation should be shifted to employee development

In the aspect of employee performance management, Zhang Dingkun (2007) made a special study on employee performance technology, and believed that the main theoretical basis of employee performance technology was system theory, behavioral science, cognitive science, neuroscience and human resource management. , he proposed that performance management should be carried out from a systematic point of view. Qiu Yang, Yi Shuping and Zhou Chenggang (2008) proposed a strategy based employee performance management framework, performance appraisal index system and performance organization guarantee system based on strategy, aiming at the problems existing in the performance management of

general enterprises. It provides the basis for enterprises to establish reasonable employee performance management system step by step. Through the application of the proposed theory to practical cases, it shows that the implementation of the strategy based employee performance management system is conducive to the standardization and standardization of employee performance management process, and also can effectively promote the improvement of human resource management level. Gao Baining (2010), Wang Bo (2010), Qin Lin (2010), Hu Guoliang (2011) and Li Guojie (2009) all believe that there are some problems in the implementation of performance management in enterprises, such as equating performance appraisal with performance management, unscientific performance evaluation project, no humanized design, relying on human resource department alone, and paying too much attention to the results, so as to ignore them Process, etc.

In the aspect of performance appraisal methods, Zhao Hongyan (2004) of Shenyang University of technology studied the performance evaluation system of enterprise employees. Aiming at the shortcomings of domestic evaluation system, he proposed four core concepts of dynamic performance evaluation system, established the evaluation system model, set up employee performance evaluation indicators, and conducted empirical analysis on the model. Wang Haiyun and Zhang Junfu used fuzzy mathematics to build a multi-level fuzzy comprehensive evaluation model system on the basis of comprehensive analysis of the factors affecting the sales personnel in the study of quantitative evaluation method of enterprise sales personnel. The model can be used to objectively evaluate the comprehensive price of each salesman and achieve the quantitative evaluation of sales personnel.

3 RESEARCH METHOD

3.1 Research methods

This research report mainly adopts two research methods: quantitative method and case research method. Quantitative research is the quantitative analysis and research of things, focusing on revealing various essential issues under digital description. It can help people understand social phenomena more accurately and analyze various social phenomena quantitatively. It is a necessary way to further accurately grasp the internal laws of the development of things. Qualitative research refers to the process of collecting information through on-site observation, experience or interviews under natural environmental conditions, analyzing and in-depth research on social phenomena, summarizing rational concepts, and explaining things reasonably. Qualitative research can be used to understand employees' attitudes, perceptions, opinions, expectations, experiences and choices, etc., to understand the relationship, opinions, management behaviors, experience and attitudes, and the feasibility of interventions between the company and employees, or to study the process of project implementation The evaluation and so on. These two research methods have their own shortcomings. Therefore, the use of a single method may not fully solve the problem, so the mixed research method is used.

For Dalian Ideal Food Co., Ltd., collect data through interviews and analyze company performance management based on literature and case studies. Through the collected data, combined with the company's specific situation and the questionnaire survey conducted by Dalian Ideal Foods, we analyzed whether the company's employee performance management capabilities affect corporate performance, and then determine whether there is a positive correlation between performance management capabilities. And corporate performance. At the same time, some suggestions and solutions were put forward for the shortcomings and loopholes in the company's performance management. This makes more SMEs pay more attention to performance management. Provide some management experience.

3.2 Quantitative research

The 2007 Dalian Ideal Food Company R&D and Innovation Conference was held in Dalian. The purpose of this conference is to promote the vigorous development of China's food industry amidst fierce competition, and to improve China's food innovation capabilities and competitiveness in the world. It is very necessary for the food industry to study the impact of corporate knowledge management capabilities on corporate performance.

I participated in this conference on behalf of the company. Before the conference, I distributed questionnaires to the participants to verify the model proposed in this article. Participants in this conference include more than 100 well-known companies in the industry, such as Master Kong Holdings Co., Ltd., Yili Industrial Group Co., Ltd., and Mengniu Dairy Group. The knowledge management capabilities of these companies are a good representative of the status of food companies in China. . Some of these companies are listed companies, and their main business income is published online, and the rest can also be obtained according to the research report of the relevant market research agency in the micro food industry, so the cost of their main business can be easily calculated. Research on corporate performance. For knowledge management capabilities, we have 4 indicators, namely, knowledge acquisition ability, knowledge screening ability, knowledge innovation ability, and knowledge diffusion ability. Based on this, this study designed a questionnaire and asked representatives of various companies participating in the microelectronics industry conference to rate the two indicators of their company's knowledge management capabilities. After the entire survey, a total of 108 questionnaires were collected, and after preprocessing, 101 valid questionnaires were finally used for empirical analysis.

In the following table 3-1, the theoretical model involves two variables. The theoretical model involves performance management capabilities, four measurement indicators, determination of employee performance goals, performance appraisal methods and goals, performance communication, and performance appraisal result feedback. Enterprise performance is measured by the growth rate of main business income. We have listed two variables for data analysis, a total of five indicators. In the questionnaire, for performance management capabilities, this survey requires respondents to use the popular Likert Scale 5 to score, from 1 to completely disagree, 2 to disagree, 3 to disagree, 4 to agree, and 5 Expressed full agreement.

variable	Metrics
Performance management ability	Feedback on performance appraisal results
	Performance appraisal methods and goals
	Performance communication
	Employee performance target determination
Business Performance	Main business income growth rate

Figure 3-1

In this paper, SPSS11.0 statistical software is used as a data sorting and analysis tool. In this study, the analysis includes validity analysis, reliability analysis.

Validity refers to the fact that the index can truly measure the true degree of things that people want to measure. It includes content validity and structure validity. Content validity refers to the degree to which experts and scholars agree on the validity of the questionnaire. The structural validity can be expressed by the index common degree. If the index common degree is greater than 0.7, the structural validity of the questionnaire is acceptable. Here, we use the index co-degree to measure validity.

Reliability Reliability refers to whether the obtained results are consistent when the same concept is repeated. It reflects the stability or reliability of the measurement tool. In general, if the measurement problem has good reliability, it can provide stable measurements under different conditions, at different times and in different situations. In general, we use coefficients to represent reliability. If the coefficient is greater than 0.7, it indicates a high reliability.

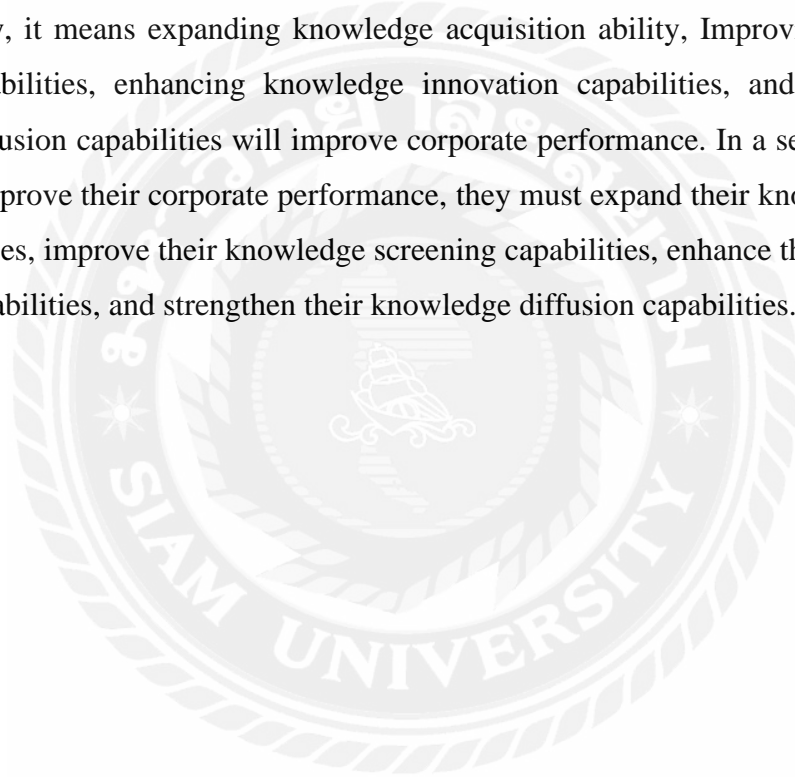
Reliability and validity test of questionnaire

This study first uses SPSS11.0 statistical software to test the reliability. It shows that the reliability coefficient of the questionnaire is 0.81, which is greater than the critical value of

0.7, which shows that the reliability of the questionnaire is acceptable.

Then, the validity test was carried out in this study. From the results of exploratory factor analysis, the index commonality is between 0.71 and 0.77. It is not difficult to see that these commonality are all greater than the critical value of 0.7, which can indicate to a certain extent that the structural validity of the questionnaire is ideal.

Through the validity analysis and reliability analysis of the relationship between knowledge management ability and enterprise performance, it is found that there is indeed a correlation between the two, indicating that if an enterprise can improve its knowledge management ability, it means expanding knowledge acquisition ability, Improving knowledge screening capabilities, enhancing knowledge innovation capabilities, and strengthening knowledge diffusion capabilities will improve corporate performance. In a sense, if companies want to improve their corporate performance, they must expand their knowledge acquisition capabilities, improve their knowledge screening capabilities, enhance their knowledge innovation capabilities, and strengthen their knowledge diffusion capabilities.



3.3 Case study

Discovered through study At present Dalian Ideal Food Co., LTD., the assessment standard implemented by Dalian Ideal Food Co., Ltd. is quarterly assessment. In this survey, 80% of employees chose to know about their performance goals, while 20% did not. Among the employees we don't know much about, we find that they are mainly responsible for clerical work, such as copywriting. Employees in this part think that their performance goals are not very important. All employees in the sales department know about performance goals, because the salary of the sales department has a great impact on performance appraisal.

In this investigation on the general manager of Dalian Ideal Food Co., LTD., It shows that more than 30% of employees are satisfied with the company's performance appraisal, 48.5% of them choose mediocre, and 17.2% of them choose dissatisfied.

In terms of performance communication 80% of employees did not communicate with their thought leadership, related questions of performance goals, just got the notice of the post target, only 20% of employees choose department leaders and their communication, the data can be showed that dalian ideal food co., LTD. Has a significant portion of the defect on performance of communication, many departments have no good performance communication, in the performance of communication immune degrees above, more than 70% of employees choose are not satisfied, 20% of employees choose generally only 8.6% of employees considered satisfactory.

Feedback on performance appraisal results. 25.7% of the employees received feedback from the company on their performance appraisal, 22.8% said that they had never received feedback from our company, and 51.5% of the employees chose to receive their appraisal results from the company occasionally.

4 DATA ANALYSIS

With the dual promotion of information technology and economic development, corporate competition has become more intense. At present, more and more companies are beginning to attach importance to knowledge management, hoping to improve corporate performance. So what is the direct relationship between knowledge management capabilities and corporate performance? What kind of knowledge management ability can improve business performance? This issue has attracted the attention of many entrepreneurs and scholars. In this context, this thesis conducts a theoretical discussion and empirical analysis on this issue.

The first chapter is the introduction, which puts forward the problems to be studied, and points out the significance of the research.

The second chapter is the theoretical review and research hypothesis. Through the theoretical review of knowledge management ability, enterprise performance, and the relationship between knowledge management ability and enterprise performance, knowledge management ability is expressed by 4 indicators, namely knowledge acquisition ability, Knowledge screening ability, knowledge innovation ability, knowledge diffusion ability, and put forward the hypothesis that there is a positive correlation between knowledge management and enterprise performance.

The third chapter is an empirical study. Based on the second chapter, more than one hundred companies are selected for empirical research. Through regression analysis, the research finds that there is a direct positive relationship between knowledge management capabilities and corporate performance. Therefore, for companies, in order to improve corporate performance, it is very necessary to expand knowledge acquisition capabilities, improve knowledge screening capabilities, enhance knowledge innovation capabilities, and strengthen knowledge diffusion capabilities.

After discussing the literature, this article establishes a research model and adopts empirical methods to verify the research hypothesis. It has certain theoretical and practical significance, but there are still some limitations, which require further research on the basis of

this article. First of all, this research explores the impact of knowledge management capabilities on corporate performance. However, in the real environment, the reasons that affect corporate performance are very complex. Knowledge management capabilities are only one of the factors. This research cannot control other factors, so the research results will be affected. Constraints. Secondly, the measurement of corporate performance is too singular, and only the growth rate of the company's main business income is selected as the measurement index of corporate performance. Some scholars believe that corporate performance should be measured from five aspects, that is, the profitability of the company is in the same industry. The level of the company's growth in the same industry, the status of corporate reputation or credibility in the same industry, the status of trademark or brand awareness in the same industry, and the level of knowledge expansion in the same industry. However, due to the limitation of research conditions, this study can only select a single indicator for measurement. In addition, this study takes microelectronics companies as the research object, and the relationship between knowledge management capabilities and corporate performance in other industries needs further research.

There is no doubt that with the ever-increasing advancement of economic society and customer needs, knowledge management capabilities are playing an increasingly important role in business performance. On the whole, there are still some problems that need to be solved and worthy of further exploration in the current research. The future research direction of this paper will mainly focus on the factors affecting corporate performance. Because many factors such as the characteristics of corporate websites, customer relationship management capabilities, human capital status, ownership structure, etc., affect corporate performance to a certain extent, this research will conduct further research on these aspects in the future in order to fully understand corporate performance. Influencing factors.

Through the empirical analysis of the framework model established above, it is not difficult to find that there is a positive relationship between performance management capabilities and corporate performance, that is, the determination of corporate employee performance goals, performance appraisal methods and goals, performance communication, and performance Feedback on assessment results; will affect the performance of the company. According to these research conclusions, if an enterprise wants to improve its performance, it must correct the deviation in performance management perception, improve the method of setting

performance goals, improve performance appraisal indicators, and strengthen performance communication feedback. Specifically, the following suggestions can be adopted.

4.1 Regression analysis

It can be seen from the following Figure 4-1 that the regression analysis of variance of each explanatory variable on firm performance.

Figure 4-1 Regression analysis of variance

Source of Variance	sum of square	Degree of freedom	Mean square	F test value	Significance
regression	4.125	4	0.361	3.115	0.001
Residual	0.887	15	0.131		
sum	4.786	19			

Figure 4-2 Regression analysis

Explanatory variables	Non-standard coefficient		Standardization factor	T test value	Significance
	coefficient	Standard error			
constant	2.419	0.290		8.101	0.000
Knowledge acquisition	0.219	0.132	0.211	5.623	0.012
Knowledge screening ability	0.387	0.212	0.457	3.879	0.014
Knowledge innovation ability	0.201	0.189	0.379	5.812	0.023

Knowledge diffusion capacity	0.315	0.211	0.036	5.213	0.035
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It can be seen from Table 4-1 that the F test value of the regression equation is 3.115, and the significance is 0.001. It is less than the critical value of 0.05, indicating that the regression model is statistically significant. In addition, Table 4-2 shows that in terms of the coefficients of the regression equation, the knowledge acquisition ability, knowledge screening ability, knowledge innovation ability, and knowledge diffusion ability of the constant term all show significance, that is, their significance is less than the critical value of 0.05.

From Table 4-2, we can conclude that the relationship between knowledge acquisition ability, knowledge screening ability, knowledge innovation ability, and knowledge diffusion ability of corporate performance is expressed by the regression equation as follows:

Enterprise performance=0.219, knowledge acquisition ability=0.387, knowledge screening ability=0.201, knowledge innovation ability=0.315, knowledge diffusion ability=2.419

4.2 Correct the deviation in understanding performance management

In terms of performance management, many employees and even the leadership of the company do not fully understand the concept of performance management. According to the current performance management assessment system, the punishment for performance management failure is formulated for enterprise managers. Security companies in the process of management to complete the related performance appraisal, supervise managers of the defects in the performance management, through the understanding of the current performance management deviation correcting, enables the relevant departments of the practitioners to realize the deficiency existing in the current in the process of performance management, by strengthening the related personnel training education to improve the comprehensive competitiveness of enterprises

4.3 Improve the performance goal setting method

4.3.1 Improve the understanding of performance management

First, we need to ensure that performance management to carry out the first step, you need to solve the traditional thoughts of the enterprise, make them understand the performance management system has a promoting effect to enterprises, many small and medium-sized enterprise often has the style of traditional paternalism, docking management enterprise directly by the founder of each department manager and department manager in the founder's idea into enterprise's each employee, the layers of leadership management method. It is not conducive to the development of enterprises and limits the office efficiency of employees. First of all, the enterprise should plan its own development strategic objectives, so as to give full play to performance management. If we establish a complete system, the system is a closed loop, and a virtuous cycle should be formed to continuously improve the quality and ability of employees, so as to improve the completion of the enterprise's strategic objectives.

4.3.2 The determination of performance objectives should be decomposed from the top to the bottom

First of all, what we need to do is to define the company's future development strategy and development plan, and then divide these development strategies into different stages of the company and position them to each specific goal. In this way, when the company executes every stage task, it can be reasonably assigned to a certain department, and then the department will implement it to every employee according to the specific situation. This ultimate goal can be classified as employee performance appraisal target, according to such procedures, every employee's performance goals is unified and enterprise strategic development planning, under the enterprise overall goal as a whole, the power of every employee to converge into a force for the development of the company as a whole a big step.

Employee performance goals come from the breakdown of department goals and the responsibilities of the position. Performance goal setting is a coordination process. When setting specific performance targets together with employees, the department head shall, according to the annual business plan and management objectives of the enterprise, formulate the department's work target plan centering on the department's business priorities and strategic

objectives. Then, according to the responsibility of the specific position of the employee, the department objectives are decomposed into specific responsible persons. The employee, on the other hand, has to work out a specific work plan based on the target and negotiate with the manager. The employee's final performance goal should be based on the plan determined in consultation with the manager. It can be seen that most of the performance goals of employees are directly derived from the performance goals of the department, while the performance goals of the department are derived from the business plan of the enterprise, which ensures that every employee makes efforts in accordance with the direction required by the enterprise. Only in this way, the strategic objectives of the enterprise can be really implemented. If you aim too high, you will feel afraid. If you aim too low, you will feel relaxed and idle. Strong aggressive and measurable goals like portable lamp, can let the employees in a consistent and correct direction forward, ambitious strategy can let staff clearly feel grand enterprise development direction and goals, can * big limit to mobilize and inspire the employee's morale and morale, also can let employees have a consistent effort direction and sense of belonging.

4.3.3 Ensure full participation in performance management training

As a matter of fact, performance management is a set of management system of the company. Through the cooperation of all employees, everyone can be well guaranteed to participate actively. First of all, according to the performance management training plan formulated by the leadership of the company, as well as the relevant goals formulated to carry out integration processing. We can start the work from the two levels of thinking and organization. First of all, the human resources department needs to establish a perfect training system according to the characteristics of each department. The current development of the company requires professional training for personnel from various departments to improve the overall educational management of the company. It is also necessary to let every employee know the importance of performance management. In each link of performance management, we must communicate and understand each other, and finally reach a consensus, so as to lay the foundation for performance management work, and then each department should know about the future development of the company. The last point is that the long-term development goals and development strategic planning of the company will become the final indicators through layer upon layer decomposition. Every employee should know his/her own work content and master the company's future development plan in his/her own position, combine his/her work

content with the company's long-term goal, and complete his/her work content independently. Modern enterprises should also strengthen publicity, so that every employee knows the company's current market position in a comprehensive way, increase the enthusiasm and initiative of employees in the process of work, so as to improve the efficiency of the enterprise

4.4 Improve performance appraisal indicators

4.4.1 Enhance the scientific nature of performance appraisal index

Some small and medium-sized enterprises in the process of performance indicators, one-sided think according to their own goal to make enterprises get better development, put every work content reflected by performance indicators, but in fact due to the variety of the business is not the same as the way and the appraisal target, performance evaluation indicators and can not completely cover the working content of the enterprise. Because the work content between each department has very big difference. It would be unscientific if we measured all the work departments by performance appraisal indicators. This will inevitably lead to some disadvantages. We can develop different performance assessment indicators based on different work contents, which can play a key role. The enterprise's future development strategy new plan, must be unified as a whole. Enterprises can take important work department for performance appraisal, it has very strong pertinence, many departments of ability is not enough, if we increase the index of performance appraisal, it will affect the actual production capacity, the department because they will have high goals to complete loss of confidence, so we will use the scientific method to understand each department employees between actual operation ability

The performance assessment indicators of every enterprise can be transferred through the working ability of employees. If a set of long-term and unchanged performance assessment indicators is used to assess the employees of an enterprise, the enterprise will not achieve long-term development. With the continuous changes in the current operation of enterprises in the market, their tasks are also constantly improving, so the performance indicators can also be adjusted in a timely manner. Let's say the sales staff's performance indicators for this month meet the expected standards. Then the operator of the enterprise can adjust the performance standard of the enterprise according to the current average level. Now the main task is to understand the development direction of the market and the market demand, so the

performance assessment of sales staff should know how much customer demand in order to stabilize the development of the market, we must constantly update our database to understand what customers need. Only in this way can they improve their performance evaluation indicators. Managers of enterprises must make timely adjustments according to the business plans of sales personnel, so as to improve their ability.

4.4.2 Strengthen task breakdown and refine assessment objectives

If we can make every detail clear, then we can get a better result. At the same time, if the target task to carry out less than that in the process of work would be a big problem, employees can't be in time to understand the company's development strategy, and work there will be a serious mistake, the content of the cooperation between various departments, must be coordinated so that enterprises can form a unity and cooperation.

In the process of enterprise development and growth, in the process of evaluating the current sales personnel, the enterprise can effectively reduce the actual operation and management of the enterprise, according to the overall objective of the current enterprise to carry out targeted analysis, to ensure that the enterprise management can establish a scientific and reasonable perfect credit system.

Such as enterprise carries on the inspection to the sales staff, enterprise generally choose the indicators, the indicators of certainty is the enterprise the overall sales target decomposition to need to sales of each product, each product is responsible for the sales staff, according to their own responsible for product sales target for the completion of the sales target and the final assessment, that is to say, for assessment of management, products and customers to decompose step by step, the target continuously detailed, because a lot of staff for the enterprise overall goal is vague, so to make a big goals into each small goals, Quantitative target decomposition of specific to each person, goal decomposition of more detailed and more clear, employees can do better, that is to say, it was also the result of target layers of decomposition to the transformation of the process, the enterprise an abstract goal is specific to each employee step by step, as performance evaluation indicators, every employee can clearly understand the own task, and the various departments to examine the use appropriate evaluation methods. We try our best to subdivide each task and target, which is of great significance to the development of the enterprise. In this way, employees can understand what their

responsibilities are. The content of the work undertaken by each employee is also more clear, which can effectively avoid blindness

In this way, we can have a clearer understanding of the key content of the work, so that managers can timely understand the performance of the tasks of employees. At the same time, we are able to set clear goals, and employees can communicate and give feedback to managers in time when they encounter problems. The elaboration of employee responsibilities is also conducive to the establishment of the enterprise's future development plan. The enterprise must do its best in every detail, further standardize its work content, and realize the enterprise's standardized process. When the management process is called the process, the enterprise will scientifically improve the efficiency, so as to enhance the overall ability of the enterprise

4.3.3 We will strengthen the guiding role of setting indicators

Companies must assess their employees through scientific indicators. In the process of work, we must let employees know that they need to pay attention to the results of two aspects in the process of work. If we are too care about the results and ignore the performance management of the whole management process, the enterprise staff can not have the concept for the strategic development, employees know only need to complete the task, rather than to strive for the development of the enterprise, can cause some employees to take some improper means to in the process, so that companies in the assessment, can't completely to achievement appraisal target, should let employees understand enterprise development strategy, rather than a purely objective and means to complete, enable employees to pay attention to every step of performance management, so as to improve the overall security work, can be used to complete successful. Improve the overall capacity to ensure that the work can be completed successfully.

4.5 Strengthen performance communication and feedback

In the process of implementing the performance management scheme, enterprises will encounter the following obstacles, which are respectively from employees. The new

management mode implementation Section can be affected by the old staff regulations. After the emergence of the new management mode, for some employees who follow the old ways, effective analysis will be carried out in the relevant management process after the adjustment of performance appraisal indicators.

Due to the insufficient understanding of enterprise management work, the performance management system was born. Regarding the mistakes of human resources department, only the staff within the department could work, so that the staff could understand the real significance of performance management. When something goes wrong with performance management, some middle managers will choose to avoid it. Of course, some departments are unwilling to cooperate, which leads to the fact that the human resources department has no right to manage, and the performance management work will get into a serious deadlock. To solve these deadlock, the leader of the enterprise must solve the performance appraisal from top to bottom. First of all, we can promote specific measures of performance management, so that the human resources department can communicate with senior leaders on behalf of grassroots employees, so as to fundamentally solve such a difficult problem.

Based on the performance of communication based on the performance evaluation is the key link in performance management, is through the post management or related personnel with the job effective two-way or multidirectional communication between employees, according to the evaluation standard and the actual work done related information, based on the analysis and judgment formation evaluation result, and the performance feedback to employees of a working system. Performance evaluation should establish a full performance feedback mechanism in advance. If some employees have different opinions on their performance evaluation results, they can seek to solve the differences through this procedure within a certain period of time

The most important point is that business leaders need to communicate effectively with middle managers and employees in various departments, and let employees and relevant departments push from the top down. Only in this way can the enterprise establish a complete set of performance management program and decompose the performance assessment indicators to each person's performance

4.5.1 Create a good atmosphere of equal communication and do a good job in performance interview

Performance communication is an important part of performance management. The main purpose of performance communication is to improve and enhance the relationship between the evaluator and the person being evaluated. Analyze, confirm and show the strengths and weaknesses of the person being evaluated, and help the person being evaluated to make good use of the strengths and face up to the weaknesses; Identify the development and training needs of the evaluators for better and more effective performance in the future; Reflect the performance of the person being evaluated at the present stage and set goals for the person being evaluated at the next stage as the standard for future performance. In the process of performance management, we must pay attention to the communication with employees. The traditional top-down way of conveying tasks reflects more control over employees. In the performance management cycle, performance objectives must be determined and completed jointly by managers and employees through full communication. Good communication should first establish and maintain mutual trust. Establishing mutual trust relationship is the first prerequisite for successful performance communication. The establishment of an equal communication atmosphere plays a very important role in the performance interview.

Performance interview is the main way for managers and employees to jointly determine the performance objectives and improvement points for the next performance management cycle. Only by doing a good job in the performance interview can both sides reach a consensus on the performance results and improvement points, and then determine the performance objectives and improvement points for the next performance management cycle. Performance management is a recurring cycle, the end of one cycle is also the beginning of the next cycle. A good performance interview requires the manager to make a performance diagnosis before interviewing the employee. During the interview with employees, the manager should not only tell them a result of the evaluation, but more importantly, tell them why such performance is produced and how to avoid low performance. In fact, during the interview, both sides also planned the focus and goal of the performance in the next stage, which made the whole process of performance management form a cycle of continuous improvement. Through the formulation of performance improvement plan to help employees further improve their performance in the next performance cycle, it is also an important process to help employees carry out career planning and career design.



5 CONCLUSION

5.1 Conclusion

Through the empirical analysis of the framework model established above, it is not difficult to find that there is a positive relationship between knowledge management capabilities and corporate performance, that is, corporate knowledge acquisition capabilities, knowledge screening capabilities, knowledge innovation capabilities, and knowledge diffusion capabilities Will affect the performance of the company. According to these research conclusions, if companies want to improve their performance, they must expand knowledge acquisition capabilities, improve knowledge screening capabilities, enhance knowledge innovation capabilities, and strengthen knowledge diffusion capabilities. Specifically, the following recommendations can be adopted:

(1) Expand knowledge acquisition capabilities

Enterprises can obtain various kinds of knowledge existing in individuals, groups and organizations through various channels. There are many ways to obtain. For example, you can hold an experience summary meeting to let professionals in related fields introduce their experiences, and others can learn from these experiences; you can learn while working to gain experience; you can work with your own company's counterparts To communicate and understand the experience of other companies; to communicate with the government and scientific research institutions to understand the current policy and the forefront of scientific research; to conduct theoretical studies and master solid theoretical knowledge.

(2)Improve knowledge screening ability

Modern society is an era of information explosion. All kinds of information are complex and complex. Many companies are filled with a large number of and difficult to handle. Therefore, companies need to improve their knowledge screening capabilities, identify useful and valuable information, and eliminate useless information. Information. And useful information

can be divided into structured knowledge and unstructured knowledge. Structured knowledge can be easily organized and coded; unstructured knowledge has no predetermined structure to follow, and it can be classified only after filtering and searching technologies.

(3)Enhancing knowledge innovation ability

Knowledge innovation determines the company's competitive advantage to a certain extent. For China's large manufacturing country, knowledge innovation is needed even more, so that the manufacturing power can be transformed into a creative power.

Enhancing the ability of knowledge innovation requires research and development activities. Customers can be invited to participate in R&D activities, because studies have shown that 70% of new product ideas are based on customer needs and ideas. Suppliers can also be invited to participate. Is the supplier of product raw materials.

To enhance the ability of knowledge innovation, it is necessary to protect intellectual property rights. At present, the protection of intellectual property rights in my country is not as good as that of developed countries. It needs more attention. It is necessary to protect patents, copyrights, and trademarks, otherwise they will be easily imitated.

(4)Strengthen knowledge diffusion capabilities

In modern society, knowledge has become a key factor of production. Many companies regard knowledge as a source of competitive advantage, so knowledge is required to spread rapidly. The way of knowledge diffusion can be diffused through the process of education, training, elicitation and application. To strengthen the ability of knowledge diffusion, it is necessary to increase the speed of market expansion and be able to respond to changes in customer needs in real time. Through the internal diffusion of knowledge, the accumulated knowledge is turned into executable knowledge for internal employees to share; through the external diffusion of knowledge, the knowledge obtained from customers and competitors is integrated into the organization and passed on in all aspects of the organization And share.

Further explore problems, future research direction is mainly in this paper, the influence factors of enterprise performance. Because enterprise web site features, the customer clearance We must use the scientific method to establish a performance management system, so as to make enterprise have a better development direction, promote the development of the enterprise in the future market, in the process of implementation of performance management, we can through every enterprise in the process of performance management system implementation difficulties to sum up experience, such ability can have a long-term development.

In this paper, the main object of our study is Dalian Ideal Food Co., LTD. We conducted performance management for all small and medium-sized private enterprises. After comparing the management results, we summarized a set of performance assessment program suitable for Dalian Ideal Food Co., LTD. In the process of analysis, we can find that many enterprises in our country are generally in the stage of economic shortage and short development time. For many enterprises in Dalian, the performance management system is very suitable to promote the development of small and medium-sized enterprises. In the Market of Dalian, enterprises are faced with great challenges, so in order to achieve better performance in the market, they must constantly improve performance management. If the enterprise's operation and management cannot keep pace with The Times and do not use scientific methods to manage, we will be eliminated in the future development process

5.2 Suggestions

(1) Innovate performance incentive system and strengthen performance pressure

The final stage of performance management is the stage of application and development. The application of performance includes the following six aspects: salary adjustment, performance salary allocation, level promotion and position adjustment, education and training, activation and precipitation, and guidance for employees' career development. Innovative performance incentive system plays a very important role in the performance management application and development stage.

As an important part of human resource development and management, incentive mechanism should be linked and promoted with other links of human resource management. Reasonable and effective incentive mechanism may become an important means for enterprises to avoid employees' moral hazard under the modern enterprise system. Innovation performance incentive system should form common values and healthy new culture within the enterprise; It is necessary to design the key performance evaluation indexes that can cooperate with the realization of enterprise strategy, and carry out strategic performance evaluation and incentive. The establishment and implementation of strategic incentives for enterprises to achieve comprehensive and sustainable development is crucial

Material incentives alone in an enterprise may not work. Only by combining material incentives with spiritual incentives can the enthusiasm of the general staff be truly aroused, and the challenges, responsibilities and opportunities of the work can be provided to meet the various needs of the staff at the internal level. Strategic incentive is the comprehensive incentive implemented for the long-term development strategy of enterprises. Strategic motivation is based on the long-term development strategy of enterprises; It is a set of comprehensive incentive plan to realize the coordination and unification of responsibility and right; Focus on team or collective motivation. It can guide and promote the comprehensive and sustainable development of enterprises, form the core competitiveness, and thus win the overall fundamental victory. Strategic incentives are not just a set of incentives, but a corporate or unit culture, covering the formation of common values, system construction, post design and promotion, responsibility and rights organic combination of a series of important content

(2) Pay attention to the performance management process, Improve the performance management system

The process of performance management is composed of performance planning, performance appraisal and other links of performance management. In this process, employees' work attitude, team consciousness, work contribution and other performances are more important than the temporary performance appraisal results. However, some enterprise managers do not pay attention to the performance of employees in the performance management process, and only take the assessment results as the results of employees' work. On the one hand, it

reduces the enthusiasm of employees, on the other hand, it will lead to the brain drain of enterprises, which is not conducive to the enterprise to attract and recruit talents. Therefore, enterprises should pay more attention to employees' own work performance and work growth in the performance management process, so as to improve the performance management level of enterprises.

It is necessary to perfect the performance management system for the operation and management of enterprises. The performance management system is not immutable and should be continuously improved with the change of the enterprise's strategic objectives, business direction and other aspects. In the process of performance management, such links as the formulation of performance plans, performance assessment indicators and performance result evaluation should be continuously improved according to the changes in staff opinions and business objectives. A more perfect performance management system can serve the enterprise more efficiently. Therefore, only by constantly improving the performance management system of enterprises, can we help enterprises develop better and improve their competitiveness.

(3) Improve the informatization and intelligitization level of performance management

Nowadays, big data, Internet and other information technologies are widely used in all walks of life. Enterprises should also integrate big data, Internet and other technologies with performance management to improve the informatization and intelligence level of performance management. Traditional performance management is not objective and scientific in the process of employee performance appraisal and evaluation, which is not conducive to the full play of the role of performance management. The application of big data, Internet and other technologies in the performance management process of enterprises can help enterprises to collect and mine more effective information and data about employees, make the results of performance assessment more accurate and the process of performance assessment more fair, so that performance management can better serve enterprises. Therefore, in the process of performance management, enterprises should make full use of big data and other technologies to improve the informatization and intelligence level of performance management.

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APPENDIX

Questionnaire

	1.Totally disagree	2.Disagree	3.It doesn't matter	4.Agree	5.Totally agree
Knowledge acquisition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge screening ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge innovation ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge diffusion capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Main business income growth rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>