

Analysis on the Present Situation and Reasons of Performance Management in Private Colleges and Universities

Yang Dong

Nanchang Institute of Science & Technology, Nanchang 330108, China

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Abstract: In order to increase the competitiveness of private universities, a good performance management method can play an important role in the development of staff and the development of private universities themselves. To this end, senior managers also need to attach great importance. The realization of performance management can only be achieved through the joint efforts of managers and employees at all levels. At the same time, performance management includes many aspects of private university management, such as planning, evaluation, information feedback, incentives and other management work, which need the attention and support of senior managers. In addition, the management responsibility is in place, the design of scientific and reasonable programs, the program publicity in-depth grass-roots, communication throughout is also a relatively important factor. From the whole management point of view, only through effective communication with the staff of private colleges and universities, can we understand their work situation and progress information, provide effective counseling, ensure the smooth completion of the objectives of the staff, enhance the overall performance level of private colleges and universities to achieve ability, and further increase the competitiveness of private colleges and universities.

1. Introduction

With the improvement of economy and the level of management, more and more attention is paid to the enterprise human resources management, especially to the performance management. For an enterprise, performance management is a key index to measuring effectiveness of the work, competitiveness of an organization and work efficiency. Without Performance management, the work progress can't be measured, and work efficiency and work performance cannot be determined, either. Only when the effective performance management has been done, every person's work responsibilities and tasks can be determined, and the value created by every person to the enterprise for the sector can be cleared. So the performance management occupies an important position in the enterprise management. It needs to cause the attention of industry leader. At the same time, only seriously implement performance management, effective information can be provided effectively for the leader's decision-making, and the work mode and method can be constantly improved, so as to achieve high efficiency, high work performance. The community has many studies about the performance management, but many do practical analysis based on the enterprise performance management work itself. This paper mainly analyzes aimed at the influencing factors of the effective performance management in order to guide private colleges and universities to improve and implement in these influencing factors. And it has practical significance on enterprise performance management.

2. The definition of performance management and application process

The researchers in every country have done a extensive researches on the development of performance thought, and the understandings of its definition are not the same. They are mainly the following three points:

(1) It does performance to the business management organization system. It includes a description of system organization of the basic expectations and development strategy as well as the definition of performance goals; and to improve the performance must go through a process,

including the business process reorganization, sustainable development by improving the process, total quality management and standardization and so on; performance test includes measuring and assessment of performance results.

(2) It does performance to the management of staff. The whole process of performance management includes: work plan, target estimation, process correction and so on. Firstly establish work commitments and working targets agreed to it; secondly measure or evaluate the desired objective performance; then do continuous dressing through mutual information feedback, determine target and take action.

(3) It does comprehensive performance to the management of organizations and employees of private colleges and universities. The main goal of performance management is to excavate the potential of employees' working, and combine organization strategy and individual target in order to improve performance results of overall organization.

As the performance management is a complete organization system, so it is necessary to establish a set of allowing businesses to complete its strategic goal of rules and procedures, namely the performance of various elements in the process of realizing the management based on corporate strategy, foundation, and through the establishment of enterprise strategy, goal decomposition, performance and more achievement of evaluation performance applicated to day-to-day management to motivate staff to achieve continual improvement of performance and eventually complete the strategic objectives of private colleges and universities. The whole system of performance management includes all functions of departments: organization, planning, coordination and control. It is a complete management system. It is not only the final evaluation of enterprise employee performance, but also effective tracking management of the performance target realization of the whole process and all-around. Circulation management program is divided into five aspects: performance, implementation, evaluation, feedback, improvement and application of performance result. As shown in Figure 1.

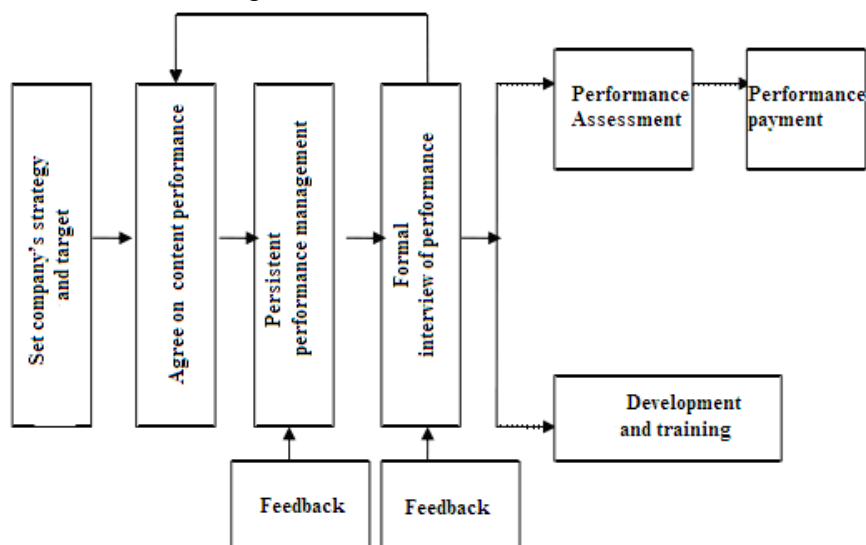


Fig.1 The flow chart of performance management

3. Survey and analysis

In order to study the effectiveness of performance management better, we analyze survey combined with internal management of performance situation of enterprise. The present investigation issued a total of more than 200 private colleges and universities, a total of 241 questionnaires, reclaimed 105 effective questionnaires, and effective questionnaires have accounted for 43.2% of the whole.

(1) Investigation of employee's information

Do individual statistics on effective questionnaires. Statistical results are shown in Table1.

Table 1 Statistical Table of investigation

Personal category		Total questionnaires	Proportion
Gender	Male	35	34.3
	Female	67	65.7
Age	Under 24	1	1
	Between 26 and 40	74	72.5
	Over 40	27	26.5
Education level	Below master's degree (including master's degree)	74	72.4
	Above master's degree	28	27.6
Position	The grass-roots management	86	84.4
	Middle-level and above leadership	16	15.6

Table 1 shows that female employees are main persons for management, at the age of 26-40 years old. Many of these managers' level of education are Below master's degree (including master's degree). Furthermore, the grass-roots management accounts for the major proportion in private colleges and universities of investigation.

(2) Data analysis of the survey

In order to increase effective and scientific analysis of questionnaire data, we use the reliability analysis for evaluation of investigation. We use cronbach alpha reliability coefficient of performance management to do effectiveness analysis. Its formula is:

$$\alpha = \frac{i \left[1 - \frac{\sum si^2}{s^2} \right]}{i - 1}$$

i represents the total questionnaire problems; Si represents fractional difference quantity of survey item; s represents score differences of each survey's content. We can know that α is score coherence representation in the Table, namely internal consistency coefficient [11-12]. The effectiveness reliability investigation data of enterprise employee's performance management is as Table 2.

Table 2 Analysis of the effect of enterprise employee performance management in reliability

Survey project	Mean value	Standard deviation	Alpha value
The current performance management policies can assist the leadership and subordinates to complete the target	3.55	0.80	0.93
Can stimulate potential of subordinate staff	3.51	0.75	
Can assist staff of private colleges and universities to improve working efficiency and effectiveness	3.72	0.82	
Can motivate staff to work hard	3.64	0.79	
Can help employees understand leadership's expectations to them	3.81	0.73	
Can help employees improve their shortcomings	3.57	0.76	
Help employees develop themselves	3.48	0.83	
Justice of the performance system	3.63	0.88	
Can play correct guiding function	3.45	0.82	
Degree of satisfaction of performance management system	3.20	0.87	
Mean value of enterprise employee performance management effectiveness	3.66	0.62	

Table 2 shows that the dimensions of the C values are more than 0.7, indicating that this questionnaire credibility is relatively high. It also shows that this questionnaire can better reflect the majority of enterprise performance management and direct correlation.

4. Analysis on reasons affecting performance

Through analysis of the questionnaire and reliability, we can know that there are many effective factors affecting internal performance management of private colleges and universities. They mainly display in: goal setting, performance feedback, organization of compensation and development, the effect of performance management and evaluation methods and evaluation standard. Therefore, through regression analyses of these four factors and staff performance management effectiveness, datas have been got which are in Table 3.

Table 3 Regression analysis data sheet of the performance management of all factors and effectiveness of enterprise employee performance management

Name	B coefficient	Standardized regression coefficient (Beta)	T value
Constant variable	-0.24		-0.73
Ownership (foreign /domestic)	0.13	0.06	0.88
The age of establishment	0.07	0.08	1.34
The total number of employees	0.02	0.05	0.7
Set working goals	0.14	0.15	1.5
Evaluating method and standard	0.33	0.34	3.23
Feedback of performance	0.11	0.12	1.12
Organize salary and career development	0.32	0.34	3.65
F	20.95		

It shows from the data in Table 3, the value of F is 20.95, indicating the result of enterprise staff performance management is very good, various factors can reach the significant level, showing that performance results and salary promotion have close link, management effectiveness is higher.

5. Conclusion

The performance management is a very important element of management for the modern enterprise management. Academic circles often study enterprise performance management based on the specific enterprise performance management, analyzing concretely based on concrete problems. This article constructs the influencing factors of performance management effectiveness mainly based on the performance management of the relevant documents and materials, and does empirical analysis aimed at the high and new technology private colleges and universities. So it determines influencing factors according to above actions. They should not only improve private colleges and universities performance evaluation index of the work, quantificating index, making clear duty, analyzing job, but also have to strengthen the enterprise the leader's attention and supervision, providing a reference on enterprise performance management, and guide the private colleges and universities to improve and strengthen performance management effectiveness index factors in the performance management, realizing good effectiveness of enterprise performance management.

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