

The Construction of Human Resource Performance Management System: A Perspective of Competence Model

Lingyun Yang

Sichuan Vocational and Technical College, Sichuan, 629000, China

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Abstract: Human resource performance management is an important way to improve the effectiveness of management. Building a management system can clearly understand the situation of human resources, reasonably allocate human resources, and strengthen performance management. The article will take the competency model perspective, from the relationship analysis, meaning and method, system construction three aspects of comprehensive analysis, in order to promote China's human resources performance management.

1. Introduction

Modern society is science and technology society, knowledge society, information society, but information, knowledge, science and technology cannot be separated from talent, each enterprise pays more attention to human resource performance management. Competency, applicable to the important way of distinguishing effective performance from general performance, can enhance the effectiveness of performance management. At present, there are many research materials on competence, the article will use this perspective to analyze the human resource performance management system to improve the performance management effect.

2. Competency Performance Relationship Analysis in Human Resource Management

2.1. Definition Analysis

Competency, proposed by the foreign scholar McClelland, refers to the influence of individual work performance behavior and condition characteristics, can distinguish between ordinary workers and excellent workers through evaluation of competence The difference[1]. Competency and its model-building research materials are relatively large, elaborated in the model-building process can be from personality traits, work attitude, values, self-image, social roles, motivation to act, domain knowledge and any other quantifiable measurement items, and used for competency evaluation, the model measurement, counting effect is very obvious.

2.2. Relationship Analysis

with obvious performance characteristics in competence. Spencer, a foreign research scholar of human resource management, thinks that the aim of evaluating competence is to improve the ability of performance management comprehensively, and to carry out comprehensive performance management according to the results of quantitative evaluation. In narrow sense, in the process of performance management, the outstanding job has obvious characteristics in competency evaluation. Compared with the general performance management model, comprehensive evaluation of competence can scientifically quantify the ability, knowledge, skills and performance of workers. According to the content of performance evaluation, competency evaluation can be divided into four aspects:(1) behavioral characteristics;(2) situational characteristics;(3) performance association; and (4) procedural orientation.

Competence is closely related to human resource performance management in three areas:

First, predictability. Competence is to comprehensively analyze the ability of workers from many dimensions, objectively evaluate the ability of all parties of workers, and be able to predict

the performance of workers in a certain period of time.

Second, dynamic. It is dynamic, practical and timely to combine the evaluation of workers' ability with the situational work environment.

Third, discrimination. There are obvious differences between the average performance and the outstanding performance. Therefore, the competency index can be used as the performance forecast standard in the process of performance management.

The main characteristic of competence is multi-dimensional evaluation workers, such as skill knowledge, cooperation ability, effort potential and so on, and integrate it into post competence. Enterprise units can optimize the effect of human resource allocation by selecting suitable talents for post allocation according to the good results of competence. Compared with the traditional human resource performance management function, the effect and the practical significance, can truly transfer the performance management from the system to the worker, comprehensively evaluates whether the worker can adapt to the work position, excavates the work potential, creates the new work performance, enhances the work level. Human resource performance management, competence are all related to the staff, so the characteristics of the two have a natural fit.

3. The Significance of Constructing Competency Model in Performance Management and its Method Analysis

3.1. Significance and Requirements

Competency model has become an important tool to assist performance management, which can provide data support for job role selection and job level improvement. At present, competency model construction has been taken as the basic content of performance management in our country. Building a competency model emphasizes performance management, so it is necessary to match the position with the ability of workers and analyze it from a dynamic perspective. In the process of human resource management, different jobs, business differences and different management models will affect the performance management effect, and the model construction will provide fair and fair performance quantification standards for performance management. In the process of management, managers can describe workers' working ability through model building, and provide objective data basis for human resource management to avoid the phenomenon of "cronyism and management imbalance".

According to the competence, we can know how to evaluate the work ability and work level of workers in multi-dimensional quantitative evaluation. Therefore, in the process of building the model, we should also build the model from a multi-dimensional perspective, and combine the position requirements organically[2]. In the process of constructing the model, we can use three methods of value evaluation, enterprise strategy and position research to construct the model, and use it as the data basis to evaluate the trait character, knowledge and skill of the job and the other performance elements of the job.

The scientific competency model should include not only job performance behavior, but also performance results, corporate culture, strategic approach and so on. Excellent workers are bound to fit many aspects of the enterprise in a specific position, and naturally include the above listed content, so as to improve the competency model.

3.2. Method Flow

The construction methods mainly include grey decision making, analytic hierarchy process and exponential analysis And event interviews:

(1) The executors require senior managers to describe their work and list three successful and three unsuccessful events;(2) respond to the details of the questions as requested by the executors in order to get a more detailed understanding of the many elements of the worker's sense, thinking and behavior;(3) record the main points of work and make them into research materials;(4) make statistics and coding;(5) select the items that represent the worker's competence according to the principle of importance; and (10) construct the competency model according to the general

conditions, such as: thinking, innovation, integrity, etc.

The index analysis method: the evaluation system set up with the characteristics of human resource management in Chinese enterprises belongs to the quantitative index system of human resources. The practice of index analysis mainly adopts the way of in-depth interview and questionnaire to investigate and study, to understand the work of all kinds of workers and related opinions, mainly covers the employment mechanism, management ability, information communication, resource opening and so on, a total of 15 items.

Competence model refers to the specific competence synthesis of assigned jobs, with explicit features and internal features. (1) The explicit features are as follows: knowledge, skills, tasks and other visible evaluation items, the content is relatively visible, and the process of quantitative evaluation is relatively easy;(2) the internal features are mainly: self-cognition, work motivation, social role and so on. the iceberg model is the main form of the competency model, as shown in figure i.

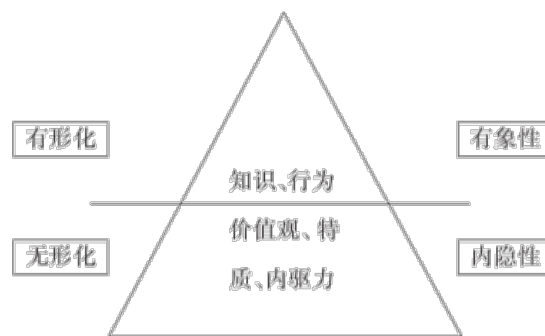


Figure 1 Competency iceberg model

It can be seen from the graph that competence is obviously divided into two parts: the surface layer and the deep layer, among which the deep layer is the lower part of the model, mainly the values, the work attitude, the self-image, the internal drive and so on.[3]。

4. Construction of Human Resource Performance System Based on Competence Model

4.1. Performance Management Target Setting

In the process of setting up a clear evaluation Each worker's competence and ability to translate it into a specific performance approach to achieving a position, therefore setting specific performance behaviors based on specific management objectives[4]. Pay attention to five points in the process of setting performance goals, as shown in Table 1.

Table 1 Five points to note in setting performance goals

Projects	Content
First point	Performance objectives are quantifiable and can be quantified as specific evaluation indicators.
Second point	First put forward strategic objectives and organizational mission.
Third	Develop a performance management plan.
Point 4	According to the core performance objectives, set specific management tasks and clarify the importance of the work.
Point 5	After consultation reached a consensus plan for employees to set personal plan goals, more than 3, each employee to sign a commitment agreement with the leadership.

Work Objective: Managers from top to bottom should set goals. at the same time to comply with the four setting principles, as shown in Table 2.

Table 2 Set principles for four objectives

Projects	Principles
Principle 1	consistency of individual and enterprise goals.
Principle II	Set goals on the basis of worker identification.
Principle 3	The goal should be in line with the "smart" setting principle, relatively concise.
Principle IV	We should reasonably set the proportion of multiple targets and quantify the specific cost, time and quantity.

Development objective: It is necessary to follow the specific characteristics of competence, and to embody all the elements in the model, such as behavioral indicators, operational indicators and so on.

4.2. Building Core Competence

After determining the model, it is necessary to combine the worker's business with the performance management system and the elements of model building, and use various means such as incentive and encouragement to develop the employee's potential, and to refine the competency of many jobs, so as to improve the job infrastructure ability. It can be divided into two steps:

First, improve enterprise competence. For individual workers in the model evaluation index corresponding practice to help workers competent position.

Second, build core competencies. The core elements of post competence in Chinese enterprises are technology, knowledge, motivation and effort, so we should focus on guiding the above aspects in performance management to improve the work level of workers, so as to achieve the initial purpose of performance management.

5. Conclusion

Human resource performance management is the inevitable way to optimize the internal human resources and strengthen the human resource management. Competence, as an important method to distinguish excellent workers, can build a multi-dimensional model to achieve accurate evaluation of workers, improve the effectiveness of evaluation, and promote the long-term development of enterprises.

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