

# **The Application of Performance Appraisal in the Administration of Higher Vocational Colleges**

**Jihua Li**

Hunan Vocational College of Modern Logistics, Changsha, Hunan, 243000, China

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**Abstract:** Higher vocational college administrators are an important part of human resources in Colleges and universities. Their performance is closely related to the overall competitiveness of colleges and universities. At present, there are some main problems in the performance appraisal of administrative staff in Higher Vocational colleges, such as lack of scientific standards, lack of humanistic awareness and lack of results feedback. The performance appraisal of administrative personnel is an important means to improve the quality of work and achieve the overall goal of the school. Higher vocational and technical colleges are a kind of colleges that have developed vigorously in recent years. Administrative personnel are an important part of higher vocational colleges and give full play to the role of performance evaluation. This paper analyzes the problems existing in the performance evaluation of administrative personnel in higher vocational colleges, and puts forward the method of improving the performance management of administrative personnel by comprehensively using various performance evaluation methods under the current situation.

## **1. Introduction**

Higher vocational colleges are to train advanced skilled and applied talents in the front line of production. This unique training mode requires teachers in Higher Vocational Colleges to have appropriate teaching methods. After experiencing the stage of supernormal scale development, Higher Vocational Colleges in China have entered the stage of quality development [1]. Strengthening connotation construction and improving management level in an all-round way have become the most urgent task of Higher Vocational colleges. Performance management is a means and process to achieve organizational goals, through continuous and open communication process, to form work activities and work outputs consistent with organizational goals, and to improve the future performance of teams and individuals [2]. Performance evaluation of administrative personnel in higher vocational colleges is an important means to strengthen management and an important link in the development and management of human resources in higher vocational colleges [3]. Higher vocational and technical colleges are a kind of colleges and universities that have developed vigorously in recent years. Administrative personnel are an important part of higher vocational colleges and give full play to the role of performance evaluation [4]. With the rapid development of higher vocational education, the problems of internal administration in higher vocational colleges, especially public higher vocational colleges, are more obvious and prominent, and become one of the problems that affect the development of higher vocational colleges and need to be solved urgently.

Higher vocational education has played a great role in promoting social progress and economic development and has played a strong service function. It is necessary to construct a set of assessment scheme matching the characteristics of teachers in higher vocational colleges in order to realize the sustainable development of higher vocational education [5]. The competition in higher vocational colleges is increasingly fierce. In order to establish brands in similar colleges and obtain greater competitive advantages, colleges and universities increasingly realize the importance of coping with challenges through improving management. Most higher vocational colleges have established evaluation systems, but most of them are stricter than the evaluation of teachers and neglect the evaluation of administrative personnel [6]. The main body of management in higher

vocational colleges is administrative personnel. By improving the performance management of administrative personnel in higher vocational colleges, the enthusiasm, initiative and creativity of administrative personnel can be fully mobilized and brought into play [7]. At present, the teacher performance evaluation model of higher vocational colleges is basically to learn from or even copy the teacher performance evaluation model of undergraduate colleges, or to follow the former teacher performance evaluation model of secondary vocational schools, without aiming at the characteristics of higher vocational education. Therefore, it is necessary to explore some new management methods to evaluate the performance of administrative personnel.

## 2. Problems in Performance Management of Higher Vocational College Personnel

### 2.1. Understanding of performance management is biased

Although performance is a common concept in modern management activities, there are many different views on the definition of performance connotation. Due to traditional reasons, administrative power is generally in a dominant position in higher vocational colleges, while academic power is subordinate to administrative power. In addition, the foundation of academic research in higher vocational colleges is weak, not to mention the full use of academic power. Performance management is a cyclical process, as a management mode throughout the organization's operation. It puts more emphasis on integrating organizational culture and management concepts from the strategic objectives of the organization. Effective performance evaluation can objectively evaluate the ability, behavior, working condition and adaptability of employees, and can make regular, organized and realistic evaluation on the performance and quality of employees [8]. Considering the reality of Higher Vocational colleges, the future framework of Public Higher Vocational Colleges in China should have more Chinese characteristics and conform to China's national conditions. For different groups of people in the performance appraisal indicators, there is no comparability in the corresponding treatment, or it is difficult to guarantee the fairness, impartiality and objectivity of performance appraisal. The dynamic performance of teachers refers to the change of teachers' performance over time. We should use the perspective of development to look at the advantages and disadvantages of teachers' performance.

With the increasingly complex and heavy administration, the main body of public well management will inevitably be diversified. Performance appraisal must rely on schools, educational mechanisms, many third departments and the general public to jointly manage the administration. In local governance, schools, educational and non-school organizations play different roles. The Figure1 below reflects the main structure of performance appraisal.

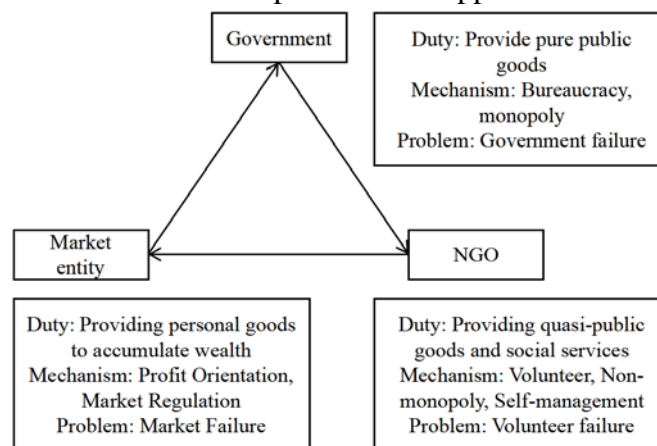


Fig.1. Schematic diagram of the main structure of performance appraisal

### 2.2. Lack of systematization in performance management

Performance appraisal is a kind of management activity. It refers to the selection of target indicators according to the pre-determined work objectives, and the use of scientific assessment

methods to evaluate the performance of teachers' duties, completion of work and teachers' development. Higher vocational colleges belong to the sequence of University education. No matter what level and direction the talents are trained, the education of higher vocational colleges is inseparable from academic development and research. A good university performance management system can scientifically, objectively, comprehensively, impartially and accurately evaluate the ability and level of individual faculty members and their whole team. In the performance evaluation system, because of the different value orientation, the evaluation indicators, standards and technical methods will be chosen accordingly. In the process of spiritual and cultural construction, higher vocational colleges must embody their school-running principles and training objectives, and pay attention to cultivating and guiding students to form good professional ethics and correct employment concept. As for the evaluation results, due to the influence of subjective factors, appraisers may adopt different standards to evaluate, which may also lead to large deviations in the evaluation results, and on the contrary, exacerbate the administrative staff's sense of disgust with the performance appraisal.

### 3. Short-Term Strategies for Improving the Present Situation of Performance Appraisal in Higher Vocational Colleges

Performance appraisal is to assess employees from the perspective of organizational goals, combining the assessment results with functional requirements to promote the realization of organizational goals. Perfect and feasible salary system is one of the important measures to stimulate the enthusiasm of teaching staff. Some higher vocational colleges in our country have accumulated a lot of excellent experience to learn from. Performance appraisal and performance management in most colleges and universities are divorced from each other. Performance management lacks systematicness and only sees the appraisal while ignoring other links, which leads to the failure of performance management. Performance appraisal needs to establish a perfect appraisal system and formulate corresponding appraisal basis to standardize the fairness of appraisal [9]. After the evaluation, the results must be fully used in the process of promotion, salary adjustment, post allocation, employee motivation, employee training, human resources planning, human resources potential development, etc.

From the perspective of performance management system, performance appraisal is only a key link in the process of performance management and is a result-oriented appraisal system. After the assessment results come out, continuous feedback should be provided to the administrative staff to enable them to understand their performance and assessment results. Financial subsidies play a role in promoting enterprise performance. It is suggested that schools should strengthen subsidy measures, expand the scope of financial subsidies, and improve the efficiency of financial allocation and research and development investment. Leverage effect refers to the subsidy given by schools to enterprises' research and development activities to reduce their research and development costs to a certain extent and stimulate enterprises to increase their investment in research and development activities. That is, there is a positive relationship between the research and development investment of enterprises and the subsidy amount of schools, as shown in Figure 2.

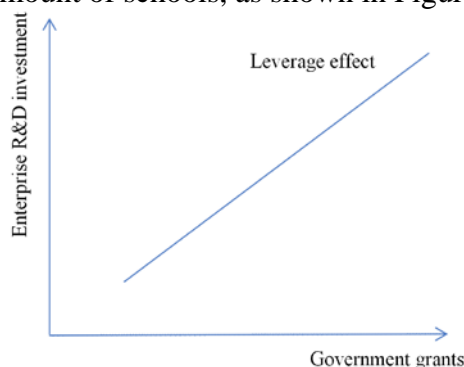


Fig.2. Relationship between school subsidies and R&D investment

We should replace the previous single performance appraisal with systematic performance management. The performance management of administrative staff in higher vocational colleges should follow the systematic performance management process. Strengthen communication and feedback, can enable the assessed not only to understand the purpose of the evaluation, but also to identify with and accept the evaluation system from the heart. And consciously participate in the design of the evaluation system, enrich and improve the system from various aspects and perspectives. Performance appraisal is a double-edged sword. In performance management, we should give full play to the positive role of performance appraisal to ensure the smooth development of the appraisal work [10]. Objectives are the basis for measuring the performance of organizations and employees. Firstly, we should plan the overall strategic objectives of organizations in a certain period of time, and then decompose departmental goals, unit goals and individual goals according to the overall strategic objectives. According to the development of different regions, especially the level of local economic development, we can formulate a subsidy system that matches relevant posts, regions and types of work. Schools should infiltrate academic education in the construction of campus culture so as to combine cultural activities with professional skills consolidation, so that students can consolidate professional knowledge and skills while participating in various activities.

#### 4. Conclusion

The campus culture of higher vocational colleges contains many factors, and its construction is also a long-term and systematic work. The construction of campus culture in higher vocational colleges must keep pace with the times and constantly innovate to meet the needs of the world and social development. The importance of higher vocational education is unshakable, and a good and efficient administrative system is indispensable. Effective performance evaluation can help managers to determine the effectiveness and ineffectiveness of employees' work, and help employees find operational methods to improve and improve their work performance. According to the overall situation and different levels of development of higher vocational colleges in various parts of our country, it is necessary for us to think about solving the internal administrative problems of public higher vocational colleges. Schools should give full play to the guiding function of campus culture so that college students can form correct world outlook and personal outlook while mastering professional skills. Performance evaluation is an important link in administrative management, which is of great significance to the integration of human resources in higher vocational colleges and the enhancement of the school's operating efficiency. As a higher vocational college itself, in the current situation of fierce competition and reshuffling, it is necessary to accumulate various advantages and strive to stand out, paving the way for future development.

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