

# **The Application of Human Resource Management in the Performance Appraisal of Universities**

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**Keywords:** Human resource management; Performance appraisal; Benefit; Work efficiency

**Abstract:** University is one of the gathering places of high-quality and highly educated talents, and it undertakes the important mission of personnel training, scientific research, cultural inheritance and social service. The purpose of human resource management is to stabilize the teaching staff, optimize the teaching staff structure and gradually improve the strength and vitality of running a school. Performance appraisal is the foundation of deepening the reform of university human resources, and it is an important basic task of university human resources management. Although there are many researches on human resource management in public institutions, and many concrete schemes with strong operability have been worked out, a systematic operation model has not yet been formed. Especially in universities, human resources management in universities cannot simply refer to the mode of enterprise human resources management. Combined with the actual situation, this paper expounds the performance appraisal in university human resources management, analyzes the present situation of performance appraisal in university human resources management, and probes into the application of performance appraisal in university human resources management.

## **1. Introduction**

In the process of human resource management, it is mainly carried out around employees. Employee management is the core element of human resource management [1]. Performance appraisal is mainly a method and process to adopt specific methods, determine corresponding indicators, evaluate the work of employees, and properly guide the future work of employees according to the evaluation results [2]. Although there are many researches on human resource management in public institutions and many specific schemes with strong operability have been formulated, there is still no systematic operation model. Especially in universities, due to different cultural background, work nature and personnel, human resource management in universities can not simply refer to the mode of enterprise human resource management [3-4].

Performance appraisal is an important appraisal mechanism of human resource management in universities. It can accurately reflect the work quantity, work content, work quality and work effect of each faculty member in a certain period of time, so as to analyze and reflect the work status of faculty members. If an enterprise or organization wants to achieve the established strategic objectives, it is always inseparable from the improvement of its staff performance, and the performance improvement is inseparable from scientific and effective performance management [5]. Regardless of the type of organization and the size of the organization, people determine the success or failure of the organization to a certain extent, and its role can not be ignored [6]. Combined with the actual situation, this paper expounds the performance appraisal in human resource management in universities, analyzes the current situation of performance appraisal in human resource management in universities, and probes into the application of performance appraisal in human resource management in universities.

## **2. Significance of performance appraisal in human resource management**

### **2.1. Stimulate teachers' enthusiasm**

Teachers' daily work is mainly to prepare lessons and carry out teaching activities, with many teaching objects and high repeatability, so the work is boring, and it is difficult to maintain vigorous work energy and enthusiasm, which affects the development of teaching activities and the improvement of teaching effect [7]. Therefore, the systematic and strict teachers' performance appraisal mode formulated by the school can know the working effect of teachers through their performance appraisal, and on this basis, set specific reward and punishment measures to improve teachers' working enthusiasm. The performance appraisal mechanism is an important link of human resources management in universities in modern society, which mainly refers to the work objectives and performance standards of the teaching staff. Performance appraisal helps to stimulate teachers' enthusiasm for work. In the process of teachers' daily work, if there is no scientific and rigorous performance appraisal, it will lead to the laissez-faire work status and work results of faculty and staff at a certain level [8]. Teaching departments must adopt a practical performance appraisal system to provide support for teachers to improve teaching results and achieve teaching objectives.

### **2.2. Provide reference for human resource management**

The assessment is mainly based on teachers' daily work performance, generally including teaching quality, scientific research level and professional ethics, while ensuring the scientificity, rationality and fairness of various human resources systems and management activities to the greatest extent. In the daily management process of universities, according to the daily performance of the teaching staff and the corresponding assessment results, the promotion of posts and the classification of salary grades are carried out. In this process, the performance appraisal system plays a very important role. By setting up perfect performance appraisal indicators, we can fully understand teachers' performance in scientific research level, teaching materials and professional ethics, so as to provide reference for school human resources management activities. The main purpose of performance appraisal is to cultivate the comprehensive innovation ability of the faculty and staff, and to guide the faculty and staff to exert their enthusiasm for work and creativity by using appraisal indicators, so as to lay the foundation for future work. In the process of teacher performance appraisal, the educational administration department of the school can make corresponding teaching adjustments according to the results of teacher performance appraisal, including the completion of teaching tasks and the shortcomings in teaching.

## **3. The main problems in the performance management of teachers in universities**

### **3.1. Equate performance management with performance appraisal**

On the one hand, university leaders did not understand performance management in essence, but simply equated it with performance appraisal, thus mistaking it as long as performance appraisal is done well. On the other hand, performance appraisal is only an assessment and evaluation of the work results of university teachers, ignoring personal career development and the overall strategic goals of universities. This simply regards performance management as performance appraisal, ignoring the two-way communication between university administrators and teachers, destroying the virtuous circle of university teachers' performance management system, resulting in performance management and even performance appraisal becoming a mere formality.

### **3.2. Incomplete job analysis**

There are many posts in universities, which belong to different departments and different types. At present, most institutions will formulate post analysis tables, but there is no complete investigation and research in the early stage of formulating post analysis tables. The department did not systematically classify and summarize the job responsibilities, which caused that the job responsibilities listed in the job analysis table could not well reflect the job content, job

responsibilities and performance appraisal system of the position. The management department can't link the post responsibility with the post performance appraisal, and then the post analysis table designed is single in standard and weak in execution.

## **4. Optimizing university performance appraisal**

### **4.1. Enhance attention**

In order to give full play to the role of performance appraisal management, it is necessary to attach importance to performance appraisal management behavior, innovate management concepts, keep pace with the times, actively change performance management concepts, improve performance management level, and form performance management concepts that can fully meet the development of universities in modern society. College performance appraisal is the closest to the daily work of the faculty and staff, and great progress has been made in the reform and promotion of human resources in universities. Further optimizing the college performance appraisal scheme will bring the development of human resources to a new height. Human resource managers should abandon the disadvantages of traditional human resource management concepts in universities, and formulate targeted and diversified performance management systems in combination with current performance management problems in universities and different fields [9]. In the process of system implementation, it is necessary to carry out feedback meetings on system implementation, and school leaders and functional departments should give answers to questions and suggestions raised by faculty and staff. Through a series of participating activities, teachers and staff are fully integrated into the performance appraisal system, and pay attention to and care about performance appraisal. In the whole process, human resource managers should pay attention to the management and control of performance appraisal, and constantly innovate the value ideas of faculty and staff, and establish scientific and reasonable management concepts, so as to lay the ideological foundation for the implementation of performance appraisal.

### **4.2. Improve the performance appraisal system in universities**

Most universities focus on the system construction of human resources management reform, but from the overall operation situation, the implementation results are mostly unsatisfactory, and the deep-rooted concepts have not been completely changed for many years. In order to give full play to the role of performance appraisal management, it is necessary to establish and improve the performance appraisal system in universities, improve the work reference of performance appraisal, and provide scientific guidance and reference for the implementation of performance appraisal [10]. We should pay attention to fairness in assessment, and consider teachers' feelings of fairness when formulating the performance-based salary scheme for teachers, so as to avoid the situation that teachers think that performance assessment is unfair and their enthusiasm declines to a greater extent. Managers should pay attention to rationality when setting performance goals, so that teachers will work hard for this goal. If teachers are always given impossible tasks, they will lose their motivation to work.

The formulation of performance appraisal methods cannot simply formulate rules and regulations, but should conform to the school's medium and long-term development plan. It is necessary to integrate the school's development plan into the appraisal system, to have a clear directivity and guidance for faculty and staff in view of the development plan, to guide the development of faculty and staff, and to point out the development direction for faculty and staff. In the process of performance appraisal in universities, human resource managers should strictly follow the performance appraisal system, emphasizing the integrity, standardization and objectivity of the performance appraisal system. Every index should be decomposed into practical work. For those with more contents, it is necessary to design secondary indexes, and all the work of the faculty and staff must be covered. Only in this way can we reflect the scientificity, rationality and fairness of performance appraisal. Finally, it is necessary to scientifically match the weight of performance appraisal and allocate the proportion of each work content in the performance

appraisal management system according to the characteristics of the work content.

## 5. Conclusions

During the development of universities, teacher performance appraisal plays an extremely important role in stimulating teachers' enthusiasm and improving teaching ability and effectiveness. While ensuring the smooth progress of performance appraisal in universities, we should also attach importance to the main body of appraisal, that is, the related interests of teachers, and evaluate teachers from the perspective of scientific human resources management. This paper attempts to discuss the shortcomings of teachers' performance appraisal in universities and the optimization strategies in the future. In human resource management, performance appraisal can effectively guide the direction of human resource management and improve the quality and efficiency of management. Therefore, at present, the management of universities has begun to use performance appraisal to guide the work of educational administration departments and improve teachers' enthusiasm. In the process of performance appraisal, universities should constantly improve managers' understanding of teacher performance appraisal mode in college human resources management, scientifically set assessment indicators and assessment contents, and reform the operation form of teacher performance appraisal in college human resources management. Facing the problems of performance appraisal in human resources management of universities at present, the staff should fully realize the important value of performance appraisal, attach importance to performance appraisal management and establish and improve the performance appraisal system of universities.

## Acknowledgements

- 1) "Design and exploration of digital human practice teaching model"(202002294049)
- 2) Party Construction and Ideological and Political Work in Shanghai Private Colleges and Universities project "Research on the System Specification and Operation Mechanism of Party Organizations in Private Colleges and Universities Playing the Role of Political Gatekeeper"(M2021ZD07)
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