

Research on Employee Autonomy Management Performance Based on Organizational Management

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Abstract: The performance of employee self-management based on organizational management is a management reform in the new retail era, and a management practice innovation of the idea of sharing, co governance and consensus in the Sharing economy environment. Based on the of organizational management, employee self-management performance is replaced by a “point system” instead of a “percentage system”. It is the first to introduce the “Didi taxi” and “delivery boy” order issuing and receiving mechanisms in human resource performance management, initiate “work order grabbing”, and successfully transform the traditional “passive acceptance of assessment” for employees into “active participation in assessment”, with a self-management , It has promoted a substantial leap in management from “business affairs” to “operators”, and is a brand new “self assessment” and “self earning” independent performance management model (tool).This article mainly provides a brief introduction to the background, content structure, and management of employee self-management performance based on organizational management.

Keywords: Human resources; Work grabbing; Points performance Management; model tools

1 Introduction

Those who win the hearts of the people get performance, and those who win the hearts of the people get development. People are the biggest factor affecting the development of an organization. In the final analysis, market competition is the competition of talents, and human resources are always the first resource of the organization. And human resources are the most unstable resources, because people are emotional and thoughtful, and any of their actions will be governed by ideas and emotions. In addition, different people often have gaps and differences in work concepts and working methods, after all, everyone’s life background, knowledge level, hobbies, personality characteristics, values are different, it is not easy to maintain similar or unified ideas, so it is difficult to manage is a common pain point in management.

Especially with the advent of the information age and the self-media era, everything is interconnected, all things coexist, the choices given to people by society are constantly diversified, the display of personal talents and the realization of self-worth present diversified, civilian and generalized characteristics, and traditional thinking, production and lifestyle have been redefined. Within the organization, employees as individual “people” are more independent, independent choice, self-awareness is constantly increasing, the desire to pursue equality is becoming stronger and stronger, and more attention is paid to personal rights and interests and self-development. As a manager, how to keep up with the rhythm of social development, cope with the complex and changeable environment, balance organizational management and employee needs, find a lever to activate the vitality of employees, tap the value of “people” in the organization, keep pace with the times to control and revitalize “people”, a resource full of “variables”, solve the dilemma of “people are difficult to manage”, so that employees closely focus on the strategic goals of the

organization, and continue to maintain “high performance” output, which is a new task and new topic that human resource management must face.

2 The content framework of the performance management system of the work grabbing point system

2.1 Comprehensive points system

“Earning points” in the independent scoring method refers to “earning points”. The comprehensive point system is the basis of - the performance management of the work grabbing point system. The comprehensive point system has changed the common practice of taking points as an “exception” and “supplement” in the assessment, and the main business, non-main business, cultural and sports specialties, learning and sharing, good people and good deeds and good style, as well as the employees’ should know, should know, public order, good customs, etc., all into the assessment scope of the point system, truly achieve that the assessment can be horizontal to the edge, vertical to the end, so that the assessment is all-round, no boundaries, no dead ends, no exceptions, can be extended indefinitely, truly reflecting the characteristics of points everywhere.

The biggest advantage of the comprehensive point system is that the organization can continuously “add” the tasks, indicators, and work that need attention to the assessment index system at any time according to a certain point value standard and in the form of points, so that the assessment indicators fully reflect the development points and work priorities of the organization, and can better cope with the impact and changes of policy adjustment, changes in the external environment, and intensified market competition, and are more flexible, richer, more complete, and more

pertinent and operational. Let the assessment and development always “resonate with the same frequency”, always be consistent, and effectively avoid the “two skins” phenomenon in assessment and management.

2.2 Project-based management

In the performance management system of the work grabbing point system, all assessment points come from specific work items, and the project is the carrier of “earning points”. The points at the time of project declaration and release are only the basic points (points) of the assessment, and the final assessment score (points) of the project should be comprehensively calculated and evaluated according to the project acceptance level and assessment results after the project leader submits the “Project Acceptance Declaration Form”.

The acceptance of the project follows the principle of who approves and who accepts. Different acceptance methods such as proportional calculation method, tranche cashing method, ranking cashing method, fixed reward method, and comprehensive evaluation method can be adopted for different projects. The project acceptance follows the management principle of “declaration at any time and review at any time”, and encourages the employees of the assessment targets to improve their work efficiency, complete early, accept and cash in early, reflecting the difference between fast and slow work, and correcting the lazy style of procrastination and slow work.

2.3 Work order grabbing mechanism

The work order grabbing mechanism is the original driving force for the self-driving and self-running of the self-earning point method - the performance management system of the work grabbing point system. Grabbing orders between units – breaking the “vested” pattern of interests. Compared with the “dead” salary allocated by the plan, each unit has a dynamic “live” salary every year, which needs to be obtained by “grabbing”, and the more robbed, the larger the total salary that the unit can allocate, and the higher the average income level of employees in the unit. This kind of “destruction” of the balance of “vested” interests has injected new impetus and pressure into organizational management, which will force managers to take the initiative to think and take the initiative, so that “active competition” becomes a compulsory course every year, which is conducive to better mobilizing the enthusiasm of the team, increasing the sense of responsibility and collective honor of employees, and helping to form a working atmosphere of comparison, surpassing, catching up and fighting within the group. Moreover, the organization can dynamically adjust the amount of this part of the “live salary” according to the specific conditions of different years to ensure the overall consideration and dynamic balance of the incentive and stability of salary management.

Grab orders between II departments - break the “mediocrity, laziness, looseness, slowness, floating”. In the process of grabbing orders between departments, it must be the department with heavier responsibilities, the department with more work and greater pressure, and the department with higher work quality and efficiency, the more points are scrambled, and in the point exchange salary system, the income gap between departments is widened, and the phenomenon of “mediocrity, laziness, scatteredness, slowness, and floating” is effectively broken.

2.4 Digital evaluation models

The performance management system of the work grabbing point system, using the “snooker billiards” point concept, adopts multi-level and multi-dimensional assessment standards to lay the foundation of points, builds a digital evaluation model of work status, and accurately reflects the comprehensive work performance of the assessment object through the comprehensive application of the digital evaluation model, scientifically identifies all kinds of talents, rewards diligence and punishment laziness, rewards the good and punishes the inferior, promotes job promotion in an orderly manner, effectively motivates the growth of employees, and constantly adjusts and improves in the performance improvement link to achieve scientific enterprise performance management.

The longitudinal statistical comparative analysis of the relevant indicators of the evaluation model can judge the changes in the indicators of the assessment objects, understand the growth of talents, grasp the training direction and development space of talents, and better provide reference for the organization to reserve talents, select talents, adjust cadres, and provide reference for employee career planning.

3 Information platforms

The information performance management platform is the means and support for the performance management of the work grabbing point system, and the main features:

3.1 Coverage

Covering three types of assessments, units, departments and individuals, the three are self-contained, independent operation, but related to each other, forming a work grabbing point system information performance management system.

3.2 Terminal application

Support computer PC, mobile phone a variety of intelligent terminals, through the management of the same account, can achieve interconnection, very convenient.

3.3 Control process

Solidify the project declaration, review, acceptance business process control, project initiation, project approval review, order grabbing project release, independent order grabbing, project supervision, project acceptance, point distribution, etc., all realize the standardization and standardized process control of the information system, and the assessment object only needs to log in to the information platform and perform process operations according to the system prompts.

3.4 Statistical analysis

It has the convenient functions of self-statistics, comprehensive analysis and calendar query, opens different analysis reports according to the requirements of managers, and conducts horizontal and vertical analysis of the points of the assessment object.

3.5 Information maintenance

To meet the basic information timely update and maintenance function, the system administrator can log in to the system to maintain the organization, position, personnel changes and other information in time, according to the needs of the assessment management role, maintenance and management of different personnel permissions.

4 The management idea of the performance management system of the work grabbing point system

The unique and rich management ideas in “Autonomous Earning Point Method - Performance Management of Work Grabbing Points System” (hereinafter referred to as “Autonomous Earning Point Method”) are the living soul of this new performance management model (tool).

4.1 Adhere to people-oriented

The essence of management is to manage people, and the purpose of managing people is to promote the efficient operation of the organization and achieve the strategic goals of the organization. The key to improving work efficiency is not to rationally and mechanically control the production line or work process, but to stimulate the subjective initiative of employees in a “human” and “flexible” way, let them participate more actively in organizational management, and help them improve their awareness and ability to make decisions.

The highest state of management is not to see the “self-management” of management. In the assessment, the independent earning score method does not make hard and fast regulations on the number of indicators, assessment scores, time periods, etc., and does not practice one size fits all, and advocates allowing employees to be free, natural, and autonomous, giving employees more choices, and allowing employees to have a more relaxed assessment environment. However, the different incentive mechanisms of “doing things with points” and “doing more and doing less, doing good and bad, doing fast and slow” will enhance employees’ sense of belonging and ownership, let employees take the initiative to think about things, take the initiative to make suggestions, take the initiative to act, and take the initiative to take responsibility, which will make proactive, brave and innovative become the common values of the organization, and make performance management a self-disciplined, autonomous, self-driven and self-operating system, and become a powerful driving force for promoting the efficient operation of the organization.

4.2 Advocate positive incentives

“Punishing evil” is a negative incentive, which manages the “lower limit” of people; “Promoting kindness”, which is characterized by positive incentives, manages the upper limit of people. For the upper limit development of people, the space is infinite, which can often “turn decay into magic”, let employees move from ordinary to excellent, and even allow third-rate teams to create first-class performance.

The advantage of the “100-point system” assessment is that the highest score is controlled through a uniform standard. However, this kind of “picking” assessment may cause more to do more and make more mistakes, less to make fewer mistakes, and not to do well, which will reduce the enthusiasm of employees, and sometimes force employees to develop a work style of “not seeking merit, but seeking no fault”, so that employees lose the passion and motivation for work, learning and growth, and will vividly turn excellent talents into “ordinary” and “good people” into “bad people”.

4.3 Promote fair competition

Natural selection, survival of the fittest, competition stimulates

vitality, and competition makes people progress. If an organization is to survive, there must be competition. If managers want to truly control their subordinates, they must also rely on a benign competition culture, establish a sound competition mechanism, and let everyone learn to compete, active and forced competition, which is the management skill that managers must master.

The independent earning method is the first in the industry to introduce the “Didi Taxi” and “takeaway brother” order issuance and order receiving management models into the performance pay system. Change the single top-down indicator distribution mode in traditional management, build a bottom-up competition platform for “work grabbing orders”, and organize all members to work to grab orders.

4.4 Introduce the theory of difference

As far as work is concerned, the work items in the organization must be qualitatively large and small; From a quantitative point of view, there must be a difference between weight and weight; From the perspective of timeliness, there must be a difference between urgency. Acknowledging differences, managing differences, using differences, and stimulating differences is a way to optimize the allocation and efficient use of organizational resources, and is an optimal state of management.

“The competent grab big orders: high energy, high allocation, high salary”, “diligent people grab more orders, accumulate less to get more, hard work to get rich” and “ordinary people grab less orders, low pressure means low income” difference assessment, difference incentives, difference management, can not only effectively develop human potential, promote the rapid growth of talents, maintain the vitality of the organization, but also take into account the particularity of the members of the organization, balance internal contradictions, and maintain the harmony and stability of the organization.

4.5 Implement fuzzy management

One by one, the way of culture and martial arts, the way of leniency and strict management. Management needs to be precise, but scientific management does not mean that the more detailed the better, some things if too much pursuit of perfection, will be more than worth the loss, counterproductive. In limited norms, unclear boundaries and complex interpersonal relationships, sometimes it is better to apply some non-precise, flexible, and humanistic fuzzy management.

Ambiguous management is the recognition and acceptance of the existence of “gray” areas in management, allowing management to have small confusion in form. This kind of management that sometimes “turns a blind eye” and seems simple, casual, loose, and full of “flexibility” seems to be “vague,” but in fact it is a kind of management ideology of “grasping the big and letting go of the small” that grasps the main contradictions and tolerates the secondary contradictions, and pursues a great clarity and great wisdom that is “both vague and clear.”

4.6 Advocating the responsibility of officers

“Work attitude” is the “source water” of performance, and whether employees “want to do things, whether they want to do things, whether they can do things”, is the “number one” problem that performance management urgently needs to solve. The independent earning method believes that performance is done by people, everyone must be responsible for their own performance, no

matter how good the strategy, no matter how excellent the team, no matter how perfect the design, if there is no action, no performance output, everything is empty talk, the result speaks for itself, and the result determines everything. In the management of cadres, it is pointed out that no merit means “passing,” inaction is “corruption,” and no tricks are “mediocre.” True talents are both “brave in facing contradictions” and “good at solving problems”, with thoughts in their hearts, methods in their hands, and strength under their feet. In the use of talents, vigorously select people who are “virtuous, talented, promising, and hearted”. We should not use the “dumb officials” who do not care, say or do, and resolutely readjust the “good old people” and “fake good people” who do not have right or wrong, good or bad, or right and wrong in their work, and do not seek merit but seek no fault.

4.7 Human resources sharing

The “four determinations” in human resource management mostly refer to “fixed posts, fixed employees, fixed responsibilities, and fixed salaries”, of which: fixed posts are “what is there and what posts are set”; Quota is “what kind of competency standards are required for what positions and how many people are needed”; Responsibility is “what post to go to, what work to do”; Salary fixing is “how much work to do and how much to get”.

The sharing of human resources can form a good situation in the organization in which individual advantages complement each other, professional scientific matching, and strong combination of specialties, can make people’s various “specialties” and

“specialties” have “use” at any time, tap the unique value effect of various “craftsmen”, “professionals” and “partial talents” in the organization, avoid the waste of talents’ time, energy, and professionalism, and dispel the anxiety of special talents “making up for shortcomings”, so that they can do their favorite work and good at things, concentrate on technology, and concentrate on research. Promote stronger strengths, so as to increase employee career development opportunities, promote employees’ self-promotion, self-improvement, and achieve growth and sharing.

4.8 Pursue the road to simplicity

Performance appraisal is the salt of management. If you do not put salt in the dishes, no matter how good the dishes will be tasteless, if there is no assessment of management, it is difficult to implement no matter how sound the system is. No matter how good the salt is, it won’t work if it’s less, and it’s even more bad. The same is true of assessment, too intensive assessment, excessive assessment will lead to disorderly management. The independent earning score method introduces “Internet +” into performance management, creates the “Points-based Performance Management Information Platform under the Order Grabbing Mode”, accurately grasps the positioning of performance management, innovates ideas and means, and makes performance appraisal truly “anytime, anywhere, and mobile”, making assessment simple and easy, and making the organization’s performance management more systematic, more accurate, more efficient, more intelligent and more scientific.

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