

Research on Performance Appraisal of Administrative Personnel in Private Universities

Ziqian Zhang

School of Law, Humanities and Sociology, Wuhan University of Technology, Wuhan 430070, P.R.China.

Abstract: When exploring the development process of private colleges and universities, many colleges and universities focus on building a strong teaching staff, and pay less attention to the growth and incentive of administrative personnel. The performance appraisal mechanism of most private colleges and universities is imperfect, which cannot comprehensively, objectively and fairly evaluate the work and performance of administrative personnel. As a result, the administrative personnel have become the short board of reform and innovation, which seriously hinders the further development and promotion of the overall education of private colleges and universities.

Keywords: University; Administrative Personnel; Performance Appraisal

1. Introduction

There are differences between private colleges and public universities in national policies. In order to achieve their own school-running goals and promote high-quality development, private colleges and universities need to improve their internal performance assessment strategies and comprehensively evaluate the performance of administrative personnel. It is imperative to establish a scientific and effective assessment mechanism for administrative personnel to evaluate its performance in a scientific and effective way. In this paper, based on the private university as the research object, the detailed study of the problems and the experience of the university administrators performance appraisal at home and abroad, put forward scientific, reasonable and efficient performance appraisal countermeasures, to promote the healthy development of the private university administrators.

2. Related concepts

2.1 Meaning of performance

From the management perspective, performance is the result of organizational expectations, including organizational performance and individual performance. The realization of organizational performance cannot be achieved without individual performance, because organizational performance is achieved through the goal of layers of decomposition. At the specific individual level, the improvement of individual performance has a positive impact on the realization of organizational performance.^[1] In this paper, we define performance as the target value achieved by the administrative personnel of private universities in a specific environment.

2.2 Meaning of performance appraisal

Performance appraisal is a process of communication between the assessed person and the assessed person. On the one hand, the respondent provides personal performance information to the examiner; on the other hand, the examiner provides feedback on the performance appraisal results to the respondent. Performance appraisal is a cyclical process that requires continuous planning, implementation, and correction to identify and solve problems. Performance appraisal usually includes performance assessment and behavior assessment. Through scientific and systematic methods, the superiors measure the work behaviors and effects of subordinates.^[2] In this paper, we define the performance appraisal as the academic year assessment, aiming to conduct a comprehensive evaluation of the work of administrative personnel in this academic year.

3. Problems existing in the performance appraisal of administrative personnel in private colleges and universities

3.1 The performance objectives are not adapt to the strategic objectives of the school

In MM theory, the participation of grassroots personnel is one of the prerequisites for the success of MM. However, in private colleges and universities, the performance appraisal system used for a long time does not adapt to the strategic goals of the school, and lacks the per-

formance-oriented culture, which can not effectively adjust the management contradictions within the school. In order to achieve the development goals of the school, the school needs to take various measures, and the workload of the administrative staff is constantly increasing. Administrators want to see new changes in the performance of schools to reflect their dedication and contributions. If the performance appraisal system fails to meet their expectations, it may lead to their dissatisfaction, or even gradually cause job burnout.

3.2 Scientific and reasonable performance appraisal index system is not perfect

There are some deficiencies in the performance appraisal index system of the administrative personnel of private colleges and universities in the three aspects of "basic index", "performance index" and "democratic evaluation", which leads to the insufficient scientific and reasonable performance appraisal index system.

First, the "basic indicators" mainly involve political quality, work ability and attendance attendance, but these indicators are often qualitative and lack of clear quantitative standards, leading to the ambiguous standards in the assessment process.

Second, "performance index" plays an important role in performance appraisal, but it is still doubtful whether the current index system can truly reflect the work achievements and contributions of administrative personnel. The existing problems include incomplete selection of indicators, unreasonable weight of indicators and lack of specific evaluation methods of target achievement. As a result, it is difficult for the performance evaluation results to accurately reflect the actual performance of the administrative personnel in their work.

Third, the "democratic evaluation" link often has strong subjectivity, and the evaluation results are easily affected by factors such as personal personality or interpersonal communication. This makes the correlation between the evaluation results and the actual work not strong, unable to objectively measure the work level of administrative personnel.

4. Improve the countermeasures of performance assessment of private colleges and universities

4.1 Make the performance appraisal planning of administrative personnel based on the strategic objectives of the school

According to MMs theory, strategic objectives should be formulated jointly formulated by managers and employees at all levels in the organization, and specific to departments and individuals by layers. In order to effectively achieve these goals, the private colleges and universities can take the following measures:

First, establish a university-level committee and improve the rules of procedure. The university may set up a school-level committee, with the principal as the director, the heads of the key administrative departments, the leaders of the competent university, the university leaders of the secondary college and the faculty and staff representatives as members, and the university office as the secretariat unit. Establishing the committee and improving the rules of procedure, cooperation and communication among various departments can be promoted to ensure the smooth implementation of strategic objectives.

Second, the coordination of the performance-based Budget Committee. Schools can set up a performance budget committee. The committee can review and evaluate the annual priorities and performance indicators of various departments to ensure their consistency with the school's annual goals.

Third, set the annual key work and evaluation indicators. Each administrative department shall determine its own annual key work according to the development strategic objectives of the school, and formulate corresponding performance indicators. These indicators should echo the school's long-term strategic objectives to ensure that the work of each departments is aligned with the overall objectives.

4.2 Improve the scientific and reasonable performance appraisal index system of administrative personnel

In order to comprehensively evaluate the performance of administrative personnel, it is necessary to provide a set of multi-level performance appraisal index system. The design and selection of performance evaluation indicators shall follow the following principles:

First, the principle of fairness and impartiality. The design and optimization process of the performance appraisal index system in the process of performance appraisal should be carried out in accordance with the principle of fairness and justice. In the design process of the performance appraisal index system, the specific highest interests should be avoided, and the principle of procedural fairness, openness and fairness should be emphasized in the process of performance evaluation.

The second is the SMART principle. The SMART principle is that universities, in order to facilitate the more clear and efficient work of administrative personnel, but also to provide assessment objectives and standards for the performance assessment of administrative personnel in the future, so as to make the assessment more scientific and standardized.

Third, the principle of operability. Performance appraisal is an investigation of the top-down hierarchical control system of the administrative department, and it may also be an investigation of the bottom-up democratic participation within the department. No matter what form of assessment, the design of the performance appraisal index system must be simple and easy to understand, flexible and operable.

4.3 Improve the performance appraisal and incentive mechanism of administrative management personnel

According to the guidance of Herzberg's two-factor incentive theory, combined with the problem orientation and development orientation of the performance appraisal of administrative personnel in private colleges, it is necessary to improve the incentive mechanism of performance appraisal of private colleges from two aspects of health care factors and incentive. Improving the performance appraisal incentive mechanism of administrative personnel should include the following contents.^[3]

One is the incentive factors, private colleges and universities should combine their own data and information collection, scientific judgment working status and future development trend, finally combined with the actual situation, meet the administrative personnel "job positioning needs", let the administrative personnel fully examine their ability and quality status, and develop scientific career development planning, coordinate administrative personnel and private universities the whole administrative team on training requirements.

Second, in terms of health care factors, in terms of post analysis, for the salary design of administrative personnel of private universities, detailed and in-depth research should be conducted to grasp the salary status of the industry or regional market. Combined with the status quo of the performance assessment of the administrative personnel of private colleges and universities, the post competency standard and the corresponding responsibilities and rights are determined. Another important form of incentive salary is performance salary, which combines the interests of private university administrators with school performance to give full play to their greater potential.

5. Conclusion

In the new era, the reform of the higher education system is deepening continuously. However, the performance appraisal system of the administrative personnel in colleges and universities is still imperfect. We must be deeply aware that in the future application, the performance appraisal system may have problems in the future, and these problems need to be solved in time, and deepen our research on performance appraisal to make up for the deficiencies and defects. The implementation process of performance appraisal is complex. Every private university has its own characteristics, including cultural background and school-running differences. Therefore, we need to reasonably optimize the performance appraisal mechanism of university administrative personnel in order to improve the efficiency of school administrative work.

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