

Research on the Relationship between Personalized Agreement and Work Performance

Yu Zhang ^a and Xiuling Ding

School of Business Administration, Nanjing University of Finance and Economics, Nanjing, China

^a 2311520124@qq.com

Abstract. There have been many changes in the overall work style and work performance assessment in the new era, this is directly related to the characteristics of the times and the latest needs of people. Personalized agreements formally appear in this context, referring to individualized work arrangements negotiated between employers and employees that benefit both parties. Personalized agreements can not only meet the individual needs of employees, but also is an important way for companies to attract and motivate employees. Therefore, for the relationship between personalized agreement and work performance assessment, making relevant research is conducive to scholars and actual practitioners to better grasp the overall relationship, and is also an important theoretical basis for the development of enterprises.

Keywords: Management mode change, employee management research, research on institutional reform.

1. Introduction

Combined with the author's actual research, the personalized agreement refers to the personalized work arrangement that established through negotiation between the employer and the employee, and has non-standard characteristics. The first to propose this concept is the foreign scholar Russell, Russell combined with the actual situation of the country, the employment relationship is summarized into a new model, and there is a big difference between the traditional way, the new pattern of the work is from top to bottom and the integration of work from the bottom up, not the simple element of the past. Personalized agreements are usually self-contained, and such models, which are proposed by employees, approved by employers, and negotiated by both parties, can not only fully reflect the characteristics of humanization, but also reflect the relationship between employees and employers as well as the stability, security and smoothness of work activities. All kinds of positive conditions can be applied to specific work, which is very beneficial to the overall development, which can satisfy the employees themselves and can promote the long-term development of the enterprise [1, 2].

2. Work Performance Definition

Work performance is one of the most important concepts in organizational behavior and human resource management research. Especially today, the rapid changes in the nature of work and the content of work have led us to seriously consider the meaning and structure of work efficiency. Although the research on work performance has a long history and achieved great results, there are still major differences between scholars in defining the concept of work performance. The English original meaning of Performance is “execution, behavior, achievement, work situation”, etc., but in management research, it is generally the result of the efficiency of work and the benefit of work, which is the result of organizational expectations. That is, the organization's input and output at all levels to achieve its goals.

Through the literature review, the definition of work performance can be divided into the following four views:

The first type of opinion is based on the performance concept of “results”. This view sees work performance as a result, treating work as a collection of tasks or activities to be completed to meet the goals or values defined by the organization. For example, Poter & Lawler believes that work performance consists of the amount of performance, the quality of performance, and the degree of

effort to work; Bernardin & Beatty defines work performance as a record of output produced by a particular work function or activity at a given time, despite ability, motivation. And the constraints of the situation, the result is the best basis for evaluation. This work performance defined by the results perspective is based on “post-event judgment”, which will make the evaluation subject focus only on the short-term behavior and short-term goals of the enterprise, thus ignoring the long-term strategy and long-term goals of the company's survival and development.

The second view is based on the performance of “behavior”. This view holds that performance is consistent with the goals of the organization in which the employee is located, and consists of scalable actions or behaviors taken by the employees and the outcomes of their outputs. For example, Murphy defines performance as “The behavior of an individual as a member of an organization to fulfill the role requirements expected, specified, or formalized by the organization; Campell defines work performance. “Being an individual as an organization member, fulfilling the behaviors expected by the organization, stipulating or formalizing the role needs.” He believes that performance is not a behavioral consequence or result, but behavior itself, and performance is controlled by the individual. Behavioral composition, whether these behaviors are cognitive, physiological, mental, or interpersonal; Boman & Motowidlo considers work performance to be an evaluable, multi-dimensional, continuous behavioral structure associated with organizational goals. The performance of the work is based on past behaviors, and it is prone to appear as a superficial article in order to obtain a higher performance evaluation. Moreover, this definition often uses a behavioral consistency model but is not suitable for innovative work.

The third perspective is based on the performance concept of “behavior and outcome”. The results-based performance view confirms that employee contribution to the organization stay at a certain point in time, while behavior-based performance microscopically emphasizes the relationship of time functions. The former assessment focuses on the endpoint and the latter assessment focuses on the process of reaching the end point. This comprehensive view based on behavior and results explains work performance as a unity of employees how to do and what to do. For example, Lin Zeyan’s job performance is the work behavior, performance and results of the evaluation. Yang Jie, Fang Yiluo and Ling Wenquan believe that performance is a certain result of an individual or organization in a certain time frame, which is a unity of time, mode and result. This definition is more general and lacks specificity [3.4].

The last view is based on the "value" view of performance. This view focuses on “current value and “future value”, ie “what to do” and “what can be done”. The concept of corporate work performance will include personal potential and personal qualities, and performance is no longer a tool for assessing the past. More attention to the future. Williams believes that defining work performance as an action that individuals can control is impractical because “about 80% of opportunities to improve performance exist in the environment”; others believe that system and individual factors bring about changes. The degree varies from work to work, it’s determined by the level of hierarchy and the degree of autonomy that the job allows. Changes in technology have led to significant changes in traditional performance standards. Focusing solely on actual benefits does not address the variability of work requirements., Only focusing on outstanding cases can be closer to the real intention of performance management [5].

3. Characteristics of Personalized Agreement and its Relationship with Work Performance

3.1 Characteristics of Personalized Agreements (Figure 1)

Compared with the traditional employment relationship in the past, this article mentions that the personalized agreement has the following most important characteristics. The first feature is the negotiability of personalized protocols. That is to say, the overall work and the actual management mode are carried out with individual negotiation as the specific mode. Compared with the actual performance appraisal and work mode decided by the personnel department and the leadership team, it has a great autonomy, which has great significance for stimulating the personality of the employee’s

personality, recognition and participation in work. For the construction of relevant culture and cohesiveness in the new era of the enterprise, it also plays an important role in promoting the development of the system.

The second is inhibition. Inhibitionism refers to the inhibition of internal rewards and benefits to some extent, that is, personality research based on individual differences and traits. This is a good guarantee for the individual needs of employees, and it is also a related management work carried out in a sufficient place. Compared with the past, there has been a lot of progress, and it is also in line with the characteristics of people-oriented in the new era. This fully reflects the main purpose of the employer to develop performance appraisal, especially the work performance appraisal, that is, to distinguish the differences between different people through work performance appraisal, and then to motivate those employees who perform well and urge those employees who perform well. It is a good practice for the overall development of the company and the construction of the talent system [6].

The third is reciprocity. The reciprocity mentioned here refers to maximizing the income of the whole company and the actual turnover on the basis of satisfying the basic interests of employees and personal demands. Because the main nature of negotiation reflects the unique nature of personalized agreements, reciprocity is also the main. Reciprocity can ensure that the personal interests of employees are met, and they will be more competitive in actual work, which is a good guarantee for the overall performance appraisal [7].

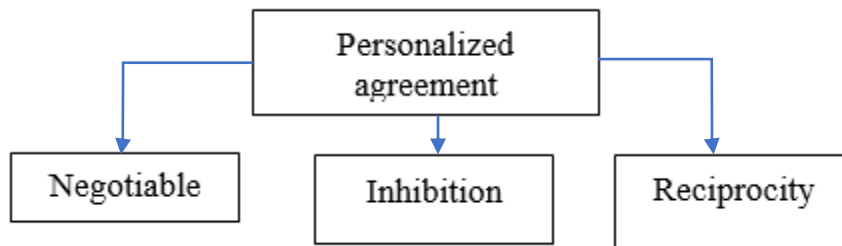


Figure 1. Characteristics of Personalized Agreements

3.2 Research on the Relationship between Personalized Agreement and Work Performance

3.2.1 Personalized Agreement under Development Mode

As mentioned by the author above, the personalized agreement has an important role in promoting the performance appraisal, so in the actual business development process, what are the categories of personalized protocols for each enterprise? In combination with the author's actual research, it is mainly divided into the following aspects. On the whole, most enterprises in the process of formulating personalized agreements are to achieve a balance of work, family and personal development, mainly for Employees can gain a bright career prospects or fully demonstrate their personal abilities. Personal qualities are well improved to meet their needs and preferences. On this basis, they create more opportunities for their careers and provide them with a better working model. The main purpose of the company is to achieve initial development. The performance appraisal goal of the company enables each employee to achieve the standard, while the overall development and turnover of the company can be further improved.

3.2.2 Personalization Protocols in Flexible Mode

The second mode is a Personalization protocols in flexible mode. Compared to the flexible mode of personalized protocol under the development model, the overall picture looks more fluid, and the workday schedule has been adjusted a lot according to the actual needs and relative preferences of employees. Based on the firm's leadership, allow working hours to make reasonable self-adjustments based on individual needs. However, the overall needs of the company must meet the overall needs of the business, especially the business professional needs and the overall requirements of performance appraisal objectives, such as employees can arrange some business processing practices according to the individual's self-schedule.

3.2.3 Traditional Reform Model Personalized Agreement

In addition, personalized protocols based on traditional business models are the models that most companies are adopting. Compared with the first two modes, these models are more common and more applicable to most traditional enterprises. For many enterprises, there are certain problems in the performance appraisal. The reason lies in the traditional work performance appraisal ideas and assessment methods, which are not suitable for the needs of the new era. After adopting a personalized agreement, the various contradictions existing in the past traditional problems can be sorted out and resolved in a timely manner, which is very beneficial for the overall development. Therefore, the integration of personalized agreements and job performance assessment based on traditional business models is a measure taken by many companies.

3.2.4 The Effect of Personalized Agreements on Work Performance

On the whole, the signing of personalized agreement has positive value for enterprise management, especially for work performance assessment, which is mainly reflected in the following aspects. The first is that the personalized agreement is conducive to the attraction of employees and the maintenance of the original work. Personalized employment agreements are an important attraction for talents. It not only attracts the capable personnel, but also the traditional employees of the enterprise. The employees are also good at focusing on their personal work self-esteem and self-confidence, and they are willing to continue working in the company and maintain the existing work. This is a stable development for the overall enterprise. In terms of continuous advancement, it is an important promotion.

According to the statistics of China's statistical department, during 2009-2017, the total turnover rate of Chinese domestic employees rose from 3.57% to 11.55%, and the total number of voluntary resignations was 7.5%. The combination of research found that the majority of employees who voluntarily resigned, the main reason is that the enterprise human resources management system is imperfect, unscientific, unreasonable, there is no way to meet their individual needs, and personalization can be very good to meet this need

Table 1. Employee turnover rate for 2009-2017

Time	Employee turnover rate	Main factors of separation
2009	3.57%	personal income
2011	7.22%	personal income / corporate atmosphere
2013	5.77%	personal income / system and management
2015	8.21%	Institutional and Management/Personal Income
2017	11.55%	Institutions & Management / New Work Opportunities

Second, For the signing of personalized agreement, it is conducive to stimulating the personal development of employees. As the author mentioned above, a personalized agreement can combine the personal needs of employees with the actual career development needs to sign a flexible work system. Employees who accept individual agreements need to work hard on the basis of negotiation. For their personal work motivation, Has the good safeguard function. Under this kind of personality mode, employees can not only fully exert their imagination and creativity, but also express their own demands reasonably, which is also an important guarantee for their personal rights. In addition to this, it plays an important role in promoting the growth and improvement of employees' personal professional skills. Enterprises can combine the actual development needs of individuals with the actual development of the company to do the full processing, which is also an important guarantee for the overall talent training system, And the flexible mechanism of the work performance appraisal system combined with the personalized agreement can also enable any individual within the enterprise to work more and get more. If he or she makes outstanding contributions to the development of the enterprise, you will get a lot of rewards. This is a huge incentive for employees, and it is also in line with the actual market conditions.

Table 2. Personalized agreement for employee efficiency

Enterprise	Personalized agreement negotiation time	Personalized agreement improves work efficiency
Procter & Gamble Company	Three months	55%
Alibaba	Five months	35%
Lego Company	Ten months	30%
New Century Entertainment & Entertainment	Seven months	75%

The third advantage is mainly embodied in the personalized agreement and organizational fairness. According to the author's actual research, in many cases of labor arbitration, especially before and after 2010, 75% of labor arbitration comes from the unfairness between individuals and organizations. However, in many cases of unfair judgment between individuals and organizations, most of them are caused by unreasonable contradictions in work arrangements, especially in the payment of performance appraisal and salary and bonus. The formulation of personalized agreement is not only the result of negotiation, but also an important business guarantee for the enterprise. The agreement signed by the employee and the employer on the basis of full discussion not only has certain legal effect, but also plays an important role in promoting the satisfaction of the individual rights of employees and the protection of the development needs of the enterprise (Figure 2).

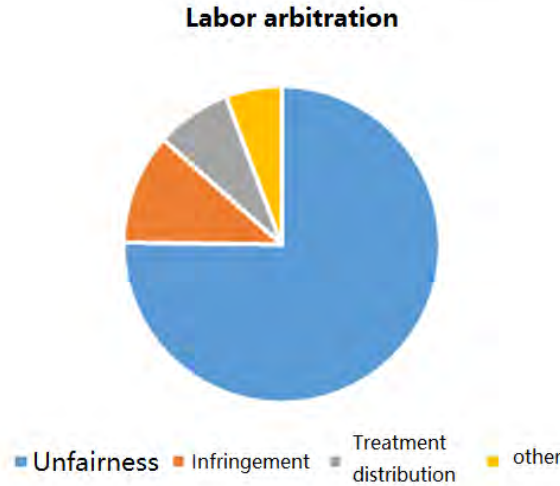


Figure 2. Labor Arbitration Statistics for 2010-2015

4. Conclusion

Personalized agreement is an important advancement for the management of the new era. Whether it is the manager of the enterprise or the maker of the system, or the employees of the enterprise, it is necessary to carry out relevant research in light of the actual needs. On the basis of full understanding and respect, we will Strive to formulate personalized agreements with enterprise characteristics to promote the overall work of institutional reform, which is an important driving force for the development of the whole enterprise, For the management of our country is also an important thrust.

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