

Performance Appraisal System for Undergraduate of Applied Majors during the Internships

A Case Study of Logistic Management Undergraduate of Wuhan Technology and Business University

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Abstract—With school-enterprise cooperation pattern adopted, enterprises employ undergraduate of applied majors, who focus on post learning, to develop and reserve backup professional resources. It has been a significant issue the human resources of enterprises need to take into consideration that how to appraise the intern on a reasonable and accurate basis thus to provide a reference on employment and recruitment. This article is a case study of the logistics management undergraduate of Wuhan Technology and Business University who took their internships in a logistics company, taking interviewing method to research the existing problems in performance appraisal system of the enterprises' internships and providing suggestions and solutions to make improvement with a combination of the theories related to the performance management.

Keywords—*Logistics management; internships; performance appraisal system*

I. INTRODUCTION

With the increasingly fierce competition in business operations, human resources play a vital role as the core competitiveness of enterprises [1]. The internship plan has become an important way for enterprises to cultivate and reserve talents in advance, and has been valued by more and more enterprises. School-enterprise cooperation pattern has been adopted by most applied majors in China. Such pattern enables students to fully combine theoretical knowledge with the actual operation of the enterprise, which not only utilizes the talent pool of the enterprise, but also facilitates the cultivation of applied talents in the school [2]. However, due to the special nature of interns, they are quite different from formal employees in terms of psychological characteristics and behaviors. Therefore, how to correctly evaluate and apprise interns has brought new challenges to human resource management. This article is a case study of the logistics management undergraduate of Wuhan Technology and Business University who took their internships. Here we take one logistics company as a specimen, aiming at solving the problems existing in the performance appraisal system of some interns in some enterprises and optimize the performance appraisal methods of interns.

II. OVERVIEW OF THE INTERNSHIPS OF THE LOGISTICS MANAGEMENT MAJORS

According to the talent needs of logistics enterprises, Wuhan Technology and Business University breaks down the internship into usual cognitive internships, course training and professional comprehensive internships before graduation. Before the intensive internship, students usually attend the cognitive internship in the first year of the university, that is, to visit the logistics enterprise to get a general view of the enterprise. At this stage, the intern students do not participate in the internship. Course training usually begins in the second year of the university, that is, after two weeks as a temporary employee, experience the basic operation of a certain position related to the course, and observe the basic operation process of the position. Concentrated internships are generally arranged in the last year of the university. As an intern, the undergraduate students of logistics come to the logistics company and take on the same tasks as the employees on the job. Most companies assign business instructors to internships and are responsible for guiding the supervision of intern employees.

The graduates of logistics management major from Wuhan Technology and Business University are mainly assigned to receiving & dispatching, production and quality inspection. The performance appraisal of the enterprise interns mainly adopts the KPI assessment and the target management method [3]. The main business indicators of the warehouse are decomposed and implemented into individuals, and the assessment cycle is monthly. The intern's business executives complete the key indicators of the interns in the current month. The situation, combined with the intern's weekly work summary, is scored and reported, forming the performance evaluation results of the interns in the current month. The final performance appraisal of the internship period is the average of the intern's monthly assessment result scores.

III. Problems in the performance appraisal system of the enterprise interns

A. *Performance appraisal methods are not fully applied.*

The performance appraisal method is aimed at the work that each employee in the enterprise undertakes, applying

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various scientific qualitative and quantitative methods, and evaluating and evaluating the actual effect of the employee's behavior and its contribution or value to the enterprise. It is an important content of enterprise personnel management and is one of the powerful means of enterprise management. Adopting a scientific and standardized performance appraisal method is an important prerequisite for ensuring the performance evaluation activities [4]. Although the company's intern performance appraisal indicators can adopt the goal management method to transform the organizational strategy into goals, indicators at the organizational, departmental, and individual levels, and grasp the core of the KPI assessment method, focusing on key business indicators. However, when decomposing the indicators into individuals, the overall indicator is simply moved down, while the characteristics of the individual's ability are not taken into account; the employee's performance indicators are basically the same in terms of content. The management and ordinary employees are only distinguished in terms of scores and weights. This often leads to the performance of organizational departments, employees, including interns at the individual level, which cannot effectively support the realization of organizational strategy.

B. No special performance appraisal system for the interns.

The short-term characteristics of interns make most companies think that the independent evaluation and assessment of interns is not only less effective, but will increase the cost of enterprises [5]. In the performance appraisal of interns, the company adopted the same assessment system and indicators as ordinary employees, ignoring the difference between interns and ordinary employees. Although this enables the company to reduce the workload of human resources management, it has, to a certain extent, cracked down on the enthusiasm of interns. It can neither play an objective evaluation and select the role of an intern, nor can it act to motivate and guide ordinary formal employees, resulting in poor performance appraisal and management results. According to the interview survey, the logistics company currently does not have a separate evaluation index and evaluation system for the performance of interns. Each month's evaluation of interns adopts the same evaluation indicators and evaluation methods as regular employees. That is, the supervisor of the interns according to the regular employee monthly evaluation indicators to score the interns, and finally get the intern performance evaluation this month.

C. Lack of effective communication and feedback on performance appraisal results.

Performance feedback is to feedback the results of performance appraisal to the object being assessed, and has an impact on the behavior of the subject being assessed. Performance feedback is the last and most critical part of performance appraisal. Whether the expected purpose of performance appraisal can be achieved depends on the implementation of performance feedback [6]. The performance feedback is mainly through the communication between the examiners and the examinees, and the performance of the examinees in the assessment cycle is interviewed [7]. At the same time, the shortcomings in the work are found and improved. The purpose of performance feedback is to let

employees know whether they have achieved the stated goals during the performance cycle, whether they have qualified their behavior and attitudes, and allow both managers and employees to reach a consensus on the assessment results; The two sides discuss the reasons for the failure of performance and formulate a performance improvement plan. At the same time, managers should communicate the expectations of the organization to employees. Both sides discuss the goals of the performance cycle and eventually form a performance contract. Since performance feedback is implemented after the performance appraisal and is a direct dialogue between the appraiser and the evaluated, effective performance feedback plays a crucial role in performance management. Although the company conducts performance appraisal of interns every month, the results of performance appraisal are not timely informed and feedback to the interns themselves, and the performance appraisal results are a mere formality. In addition, the company has no special person responsible for the follow-up assessment and evaluation, and all the assessments of the interns are completed by the business supervisor of the interns, and the business executives do not have enough time to exchange feedback with the interns. A lack of professional human resources performance feedback communication skills has led to the incomplete closed loops in the performance appraisal management of interns.

D. Performance appraisal results are not applied as a reference in terms of salary or promotion.

The ultimate goal of performance appraisal is not simply to distribute benefits, but to promote the common growth of enterprises and employees. The performance appraisal results can reflect the ability and performance of employees during the appraisal period to a certain extent, and should be used as an important reference for staff promotion and salary adjustment [8]. For interns, the performance appraisal results of the internship period can help enterprises quickly and accurately screen outstanding talents and help enterprises reserve backup power. At the same time, the performance evaluation of interns should serve as an important reference for evaluating the performance of interns and the payment of interns 'performance wages. According to the performance evaluation results of interns, enterprises can find gaps between interns and standard requirements, and thus formulate targeted internship development and training plans. Improve the effectiveness of the joint training of schools and enterprises, and really enhance the enterprise practical ability and work ability of interns. The results of the company's intern performance appraisal, regardless of the excellent and poor, have no difference or influence on the interns. For the poorly performing interns, there is no warning effect; while for the interns who perform well, there is no incentive effect and to a certain extent, they have discouraged the outstanding interns. In a long term, it is not conducive to the development of interns and the management of interns by enterprises. In addition, the results of the performance evaluation of interns in the company are not reflected in the performance salary of interns, although it is understandable that the company considers that interns are still students and are not real regular employees. The deduction of some interns 'performance salary due to performance appraisal may cause dissatisfaction with

interns. However, over time, it will also undermine the enthusiasm of other outstanding interns.

IV. IMPROVEMENT COUNTERMEASURES FOR PERFORMANCE APPRAISAL SYSTEM OF ENTERPRISE INTERNS

A. *Pay attention to and establish a scientific intern performance appraisal management concept.*

Performance appraisal is essentially a process management, which is a PDCA cycle process, in which companies continuously follow the process of plan-do-check. For companies, through the performance appraisal management of interns, they can find outstanding talents. In the era of increasingly fierce competition for talents, it is the key to early and effective screening and retention of talents. In addition, if enterprises want to grow and develop, enhance brand influence, establish a good brand employer image, school-enterprise cooperation must be adopted without hesitation [9]. Therefore, it is necessary to pay attention to the assessment and management of college interns from the concept, and make the professional human resources be responsible for the management of interns. From the top leaders of enterprises to the direct superiors of interns, the performance appraisal and training of interns should be included in the enterprise talent training plan. Whether it is from the ideological or practical actions, interns should be taken seriously.

B. *Establish an independent intern performance appraisal system.*

Currently, the company's intern's performance appraisal and formal employee appraisal share the same set of methods, and the appraisal method is relatively simple. To build a scientific and perfect interns performance appraisal system, it must first decompose the department's performance appraisal goals [10]. As a member of the enterprise, in the process of decomposing the performance appraisal indicators, the interns should also clarify the strategic goals of the enterprise, then decompose the target, clarify the tasks corresponding to their positions, and clarify the performance tasks and performance processes. Secondly, a reasonable assessment indicator shall be established. When setting up assessment indicators, it is not necessary to be comprehensive. When setting up, the key assessment indicators shall be grasped according to the main items that should be reached during the internship period. The number of indicators should be controlled at about 5, and should not be too much or too little. Finally, the weight of performance appraisal should be set. For the performance appraisal of interns, the weight of each index can be determined by simple sorting method. In addition, in addition to the evaluation of interns by their direct supervisors, enterprises can comprehensively consider the multiple dimensions of their comments and self-evaluations of interns from upstream and downstream colleagues. To establish a scientific and effective performance evaluation system for interns is available.

C. *Improve the performance appraisal method of interns.*

The existing internship performance appraisal method is to score the intern's completion status by the business supervisor in combination with the key target tasks of the decomposition, which is simple and rude. In addition to the method of

superior scoring, it can be combined with 360 performance appraisal method to add peer (colleague) and customer (downstream) evaluation of interns, which is more conducive to the objectivity and integrity of the appraisal.

D. *Implement the intern performance appraisal feedback system.*

Communication is a performance management and an indispensable and crucial part of the goal achievement process. Management needs to promptly counsel and correct the problems that interns have during the assessment period. They need to clearly tell the interns how to perform in the near future, what can be done well, and what needs to be improved and how to improve. In the stage of performance appraisal feedback, the appraisers should be fully informed and accepted, and their managers should guide how they can improve their performance in the next cycle. This will not only ensure the ultimate achievement of the work objectives, but also help the interns to achieve professional development and career growth. There are two types of performance feedback: formal feedback interviews and informal feedback interviews. Formal feedback interviews generally choose to conduct face-to-face communication between interns and their direct superiors or mentors in more formal workplaces such as conference rooms, offices and so on [11]. The direct superiors inform the interns of the results of the performance evaluation and ask them about their views on the evaluation results. If the intern disagrees with the evaluation results, the direct superior should answer questions for the intern in a timely manner, point out the problems and put forward suggestions for improvement, and record the content of the feedback interview. Informal feedback interviews are generally conducted in more relaxed settings, such as staff seminars, staff dinners, and even gossip during breaks. In a relaxed and harmonious atmosphere, interns are feedback on performance evaluation results. It is easy for interns to accept the results of performance evaluation and recommendations.

V. CONCLUSION

In conclusion, although it will cost a certain amount of human and financial resources to establish a perfect performance evaluation and performance management system for interns, the benefits from scientific and effective performance evaluation and performance management are immeasurable in the long run. In the future teaching and research process of the logistics management profession, we should pay attention to the results of the performance evaluation of the students in the internship period, and continue to study the problems reflected in the assessment. Through continuous research, enterprises and us will jointly explore the performance appraisal system for interns who are suitable for logistics management students, so as to improve students' internship enthusiasm, enhance students' practical ability, and provide guarantee for the further development of school-enterprise cooperation in the future.

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