

## Research on the Application of 360 Degree Performance Evaluation in Enterprise Information Construction

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**Abstract:** Informatization is an important means to promote management modernization and improve work efficiency, and informatization is an important means to promote management modernization and improve work efficiency. However, the problem of the evaluation system in the evaluation of informatization construction is not perfect, and it is in the exploration stage. This paper briefly summarizes the connotation of 360-degree performance evaluation method and enterprise information construction from the macro level, and comprehensively analyzes the fit of the two. This paper focuses on the design of the indicator system and weights, and systematically analyzes the theoretical research and practical application. Finally, this paper will propose the application of 360-degree performance evaluation method to promote enterprise information construction, in order to promote the healthy and efficient development of enterprise information.

### 1. Introduction

Informatization is the general trend of the world's economic and social development, and it is also the key link for China's industrial optimization and upgrading and industrialization and modernization. Reviewing and researching some of the after previous literature, it found that the research on the evaluation of information construction is very lacking. The related research mainly focuses on the evaluation of information index, the construction of information technology facilities, and the human resources of informatization. It measures the degree of enterprise informatization by qualitative, quantitative or a combination of the two. But the use of 360-degree performance evaluation methods is rarely used to evaluate and manage enterprise information. Therefore, applying the new management method of 360-degree performance evaluation to the evaluation of enterprise information construction plays an important guiding role in promoting enterprise information construction.

### 2. The connotation of 360-degree performance evaluation

The 360-degree performance evaluation is also called 360-degree feedback or full-view evaluation, is the evaluation of individual work performance by employees themselves, superiors, colleagues, subordinates, customers, etc, and getting multi-angle feedback, understanding your strengths and weaknesses, and achieving the goal of changing behavior and improving yourself. The biggest difference between it and the traditional evaluation method is that the information source is diversified, and the assessment is more objective, more accurate and more comprehensive, as shown in figure 1.

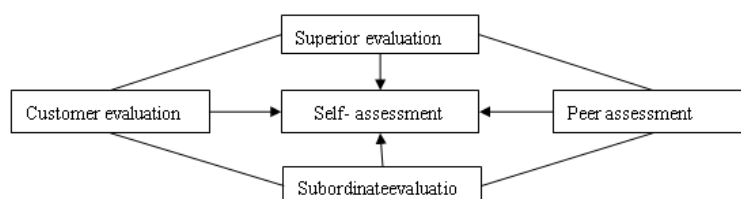


Fig. 1 360 Performance Evaluation Diagram

### **3. Study on the fit of 360-degree performance evaluation in enterprise information construction**

#### **3.1 Correspondence with the innovation of enterprise information construction**

Enterprise informatization is an important means of enterprise development, management, management and decision-making. Due to various factors such as management concepts, operating conditions and staff quality. At present, the degree of informatization of some relevant departments of some enterprises is generally low, and their construction is facing severe challenges. Therefore, we must build a scientific, systematic, and operability enterprise information evaluation index system to conduct a scientific, objective and accurate assessment of enterprise information construction. But the 360-degree performance evaluation method is an all-round and multi-angle assessment, which is in line with the requirements of the enterprise's comprehensive application of information systems, and is an innovation in the performance evaluation of enterprise information construction.

#### **3.2 Compatible with the performance evaluation process of enterprise information construction**

From the perspective of the entire performance evaluation process, the 360 degree evaluation process is a cyclical system engineering. The evaluation process consists of three stages of input, processing and output, and its systematic process focuses on the rational design of each stage. The input phase is mainly the preparation work in the early stage of performance appraisal. The core part is to confirm the evaluation subject and train it. The processing link mainly refers to the implementation of the performance evaluation stage, focusing on training, timely adjustment of strategies, and timely communication and feedback in this process. The output stage mainly refers to the processing of the evaluation results, focusing on feedback of results and summarizing performance improvement plans. This shows that all aspects of performance evaluation are both interrelated and interactive. For the performance evaluation of enterprise information construction, the entire evaluation process should be followed to ensure the standardization, seriousness and integrity of the performance evaluation process. Therefore, the evaluation results are more objective and fair.

### **4. Design of 360-degree performance evaluation index system and weight for enterprise information construction**

The level indicator of informatization construction is a tool to measure the level of an enterprise's informatization construction. Setting the level assessment index is an important prerequisite for measuring the level. But the most important is the design of indicators and related weights, and its rationality is of great significance for guiding evaluation activities and evaluation conclusions.

#### **4.1 Design of indicator system**

The construction of enterprise information construction performance evaluation index system should be based on multi-level, multi-angle, multi-faceted, and in accordance with the idea of system engineering, starting from the strategic goal of enterprise development, drawing on the domestic and foreign enterprise information evaluation system, proposed two-level indicators division. There are five primary indicators, namely information management, infrastructure construction, human resources, operational environment and social benefits. Information management and social benefits are the core indicators of evaluation; informationization of infrastructure, human resources and operational environment is the basic indicator of evaluation. Under the first-level indicators, we will further refine the evaluation of specific secondary evaluation indicators. The establishment of its indicators focuses on the impact of information management on the level of informatization and the social benefits of informatization construction is the fundamental purpose. Then, through a certain number of experts to score the indicators, and then use the coefficient of variation to test, remove the indicators that are not strong discriminative,

and finally form a system of indicators, as shown in Table1.

Table 1 Performance Evaluation Index System for Enterprise Informatization Construction

First level index	Secondary indicators	First level index	Secondary indicators
Information management	Standardization of information system construction(1)	infrastructure	Investment in information construction(8)
	Management level of information(2)		Network construction(9)
	Standardization of information management (3)		Enterprise network scale(10)
	Office automation(4)		Information system integration(11)
	Intelligent decision making(5)		Quality of information systems(12)
	Information resource utilization(6)		Information security(13)
	Business process information level(7)		Construction of business website(14)
Human Resources	Construction of human resource management system(15)	Business efficiency	Business economic benefit (18)
	Investment in talent training (16)		social influence(19)
	Employee satisfaction (17)		
Information environment	Leadership (20)		
	Information supervisory ability(21)		
	Employee's information awareness (22)		

#### 4.2 Analysis of the weight of the performance evaluation index system of information construction

The determination of the weights can be roughly divided into two categories: One is subjective empowerment and the other is objective empowerment. Here, we take the subjective empowerment, which is calculated in percent. Classify the primary indicators separately  $a_n=30,20,15,15,20(=1\dots5)$ , Secondary indicator weight  $b_i(i=1\dots29)$ As shown in Table 2.

Table 2 Secondary Indicator Weight Allocation Table

index	Weights	index	Weights	index	Weights	index	Weights	index	Weights	index	Weights
(1)	13	(5)	16	(9)	12	(13)	12	(17)	30	(21)	45
(2)	14	(6)	14	(10)	11	(14)	26	(18)	40	(22)	30
(3)	16	(7)	13	(11)	14	(15)	38	(19)	60		
(4)	14	(8)	12	(12)	13	(16)	32	(20)	25		

#### 4.3 Analysis of the weight of the 360-degree evaluation subject

There are differences in the importance, knowledge, and relevance of the 360-degree assessment subject. Therefore, the weights of each assessment subject have certain differences. On the one hand, in the case of different organizational structure, the weight of each subject is also different. On the other hand, the public participation of external entities or the participation of third-party professional evaluation subjects affects the distribution of weights. Therefore, the weight of the evaluation subject should be adjusted according to the actual operation of the organization, which reflects the flexibility of the 360-degree evaluation method. For example, this article will use the weights that are typically used in the 360-degree assessment  $W_{y,y}$ =Superior, subordinate, peer,

external subject, self-evaluation, as shown in Table 3.

Table 3 Evaluation of Subject Weights

Main body	Superior	Subordinate	Peer	External subject	Self-evaluation
$W_y$	$W_1$	$W_2$	$W_3$	$W_4$	$W_5$

For example, In a normal organization, the higher-level direct leader is highly acquainted with his daily work performance, and also has the most say, reliability and validity, should be higher than the average weight, accounting for about 0.45; Competing with the appraisers, should be lower than the average weight, accounting for about 0.15; The lower level has higher importance, knowledge and relevance to the assessed person, and should belong to the average weight, accounting for about 0.2; The service object is a personal experience, but it is easy to bring subjective color, which should be lower than the average weight, accounting for about 0.1; The appraisers are prone to lack of impartiality because of their own interests, and should be lower than the average weight, accounting for about 0.1.

## 5. Countermeasure Suggestions for Applying 360 Degree Performance Evaluation in Enterprise Information Construction

### 5.1 Enhance organizational leadership and policy support

Enterprises carry out information construction. First, we should set up an informatization leading group, and then, under its unified leadership, fully play the role of the leading group, formulate plans, study policies, and strengthen publicity. Thereby, this will further mobilize the strength of employees in all departments of the enterprise, increase the implementation of enterprise information engineering, and provide more effective macro guidance, organizational guarantee and policy support to accelerate the construction of enterprise information.

### 5.2 Realize the diversity of evaluation subjects

In the process of applying 360-degree evaluation in the performance evaluation of enterprise information construction, it is necessary for the information management manager, the superior department, the same level department, the lower level department, and the relevant departments and customers to be the main body of the enterprise information construction evaluation, and conduct an all-round, multi-angle and multi-level evaluation of the enterprise information construction. Applying 360-degree performance evaluation to enterprise information construction is conducive to improving the participation of all employees in information construction, and after receiving information feedback, it can solve the problems existing in information construction in a targeted manner, thus promoting information health, and effective development.

### 5.3 Develop a scientific and reasonable indicator system

The focus of the enterprise information construction performance evaluation index system is information management, infrastructure, human resources, information environment and enterprise benefits. These five first-level indicators basically contain the content of enterprise information construction. In the aspect of designing specific indicators, an authoritative expert group should be established to design indicators. The design indicators should be targeted, specific, verifiable, and feasible. Moreover, targeted assessment scales should be designed according to different evaluation subjects to form a scientific indicator system.

### 5.4 Improve the feedback communication mechanism of 360-degree performance evaluation

All-round feedback and communication is one of the important features of 360-degree evaluation. It can improve the feedback communication mechanism of 360-degree performance evaluation from the following two aspects. On From the formulation of the performance plan to the end of the performance appraisal of the post-production, the one hand is the feedback to find out the problems of the evaluation process itself. There are inevitably some problems. It is through return visits and interviews to understand which links have problems and which links need improvement. In this way,

avoiding mistakes in the next round of evaluation can improve the effectiveness of performance evaluation.

On the other hand, when conducting interviews, you must abide by the principle of “grasping the two ends and getting through the middle”. First of all, we must win the support of senior leaders and the recognition of grassroots personnel. Secondly, getting the cooperation and implementation of middle managers. In addition, through performance feedback, we can find the weaknesses in the construction of information technology at this stage. Finally, we can propose a rectification plan to improve performance and improve.

## **6. Conclusion**

Enterprise information construction is an important way to improve the efficiency of modern management. It is both difficult and important to try to apply the 360-degree management method of “imported goods” to enterprise information construction. We believe that as long as we truly grasp the connotation and sincerity of 360-degree performance evaluation and design concrete and practical quantitative standards that are in line with the enterprise information construction, we can objectively and fairly evaluate the coordinated operation of each system and discover problems in time, and make corrections and adjustments. Thereby, we can improve the efficiency of collaboration in various parts of enterprise information construction.

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