Performance Mode of Order Competition Integral System Based on Autonomous Earned Point System Model

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Abstract. The tobacco monopoly administration (company) has established the organic connection between the corporate external and internal market through the autonomous integral performance mode. According to the standards of “Value anti-driving mechanism” of “Performance segmentation, pay segmentation, back-flush task by wage, remuneration based on completed effects” and the “Process quantification” of “It's different to do more than to do less, to do quickly than to do slowly, to do a good job than to do a bad one”. In this way, the business management and control focus is clarified, the operation process is optimized, and various management indicators are continuously improved to achieve organizational harmony of win-win between employees and the enterprise.

Keywords: Autonomous Integral Performance Mode, Performance Practice of Order Competition Integral System, State-owned Enterprise

1. Introduction
Currently, the performance of the integral system of order competition in state-owned enterprises is extensively used. In many organizations, the integral of appraisal is challenging to distinguish. Even if it can be distinguished, the difference cannot represent the performance differentiation in essence[1]. Where the forced normal distribution fails, there will be a lack of pressure and motivation, resulting in the spread of equalitarianism, and the implementation of the forced normal distribution can easily result in the coping behaviors such as “taking turns to sit in the villa”. This often leads to two results: in the stage of performance goal determination, the game is induced, and the key goals are not included[2-3]; in the stage of appraisal, the organizational atmosphere is destroyed. Under the general condition of lacking a perfect information system and relying on manual statistics and analysis of data, “It may be true without an appraisal, but it will be false with an appraisal”[4]. The purpose of performance appraisal is to improve performance. However, many organizations' performance appraisal does not directly refer to performance improvement and performance promotion, as the
internal logic of performance appraisal in these organizations is to evaluate the past performance, transfer the pressure and direction, indirectly improve the performance\cite{5,6}. However, it doesn’t look optimistic in reality. “Harvesting negative performance” is the precise problem that performance appraisal has to face. Managers often expect advanced management theories and tools to help them address problems.

The ideas of the tobacco monopoly administration on the performance tool of the order competition integral system focus on the following points: Firstly, how to maximize the value creation of employees, and how to manage autonomously, employees can be automatic, voluntary, spontaneous, and self-discipline. Secondly, whether the value realization of end users can be directly unified with that of employees. As the essence of performance is value realization, organizational performance is what value the organization creates, functional performance is to ensure the operation of the system, and individual performance is what value the individual contributes to the organization. To avoid the management for the sake of management, we should start by analyzing the factors that affect the performance of enterprises to identify the problems and seek solutions. It is necessary for us to reexamine how to maximize human value.

2. Innovative concept of autonomous integral performance mode

According to classical economic theory, the essence of human nature is “economic man”. Henry Ford of the United States believes that human survival and development depend not only on people's fighting against each other but also on people's cooperation. People are “economic people” and “social people”. The tobacco monopoly administration believes that the enterprise organization should first give people positive incentives, and then give people fairness and opportunity. When everyone creates organizational performance, it can not only fully reflect personal value but also maximize the individual value through efforts.

Firstly, provide positive incentives. Based on the positive incentive mode, the pay-performance appraisal system will be upgraded from the 100% system to the integral system. The annual task objectives, quality and efficiency indicators, employees' initiative, promotion, work innovation, and right work style of all units are consolidated into the work integral management. The bonus rules will be set to quantify the work performance and guide the employees to do what they want, striving for action, encourage employees to earn more points, build a performance appraisal platform for each unit, create a pleasant development atmosphere of competing with each other, increasing the ratio, and striving for excellence, and reflect the income distribution orientation of “It's different to do more than to do less, to do quickly than to do slowly”.

Secondly, ensure fairness and opportunity. The operation of personal integral results reflects the amount of personal income. At the same time, the final income earned by employees is converted into points. As one of the bases for employee year-end appraisal and individual promotion, it reflects the organization's respect for talents, knowledge, creativity, and competency.

Thirdly, offer positive incentives. In many domestic enterprises, the ways to motivate employees are merely monetary incentives. In the end, it can easily result in employees unwilling to make the smallest sacrifice and putting money above everything else. However, the incentive mode of the tobacco monopoly administration is highly flexible, which can be referred to as a diversified positive incentive mode.
3. Innovative practice of autonomous integral performance mode

Modularization of the pay structure: performance block division, pay segmentation, back-flush task by pay, remuneration based on completed effects.

Pay distribution and appraisal of county-level administrations (branches) and three centers (cigarette marketing center, cigarette logistics center, tobacco marketing center) are considered in two main aspects: on the one hand, focusing on the production and operation task objectives, from focusing on scale indicators to concentrate on quality and efficiency indicators; on the other hand, giving full autonomy and initiative to all directly affiliated units to stimulate the vitality of grass-roots units.

Effect: the setting of this indicator has changed the previous “self sweeping snow” of each unit, only focusing on and attaching importance to the completion of the unit's tasks, while whether the overall tasks of the whole state are completed is irrelevant to the unit. The pay paid in this part stabilizes the basic income of the cadres and employees of the grass-roots units, to reflect the management goal of working together for common development.

The autonomous integral performance mode provides a direction for solving the common problems existing in the performance of the order competition single integral system. To some extent, it is a new concept that emphasizes more application of “Communication - respect - trust - authorization - care - coach - guidance” and less “Doubt - blame - pressure - control - ignore - order”. It is a foundation Y theory and human resource management model, focusing on the management concept of human nature.

Intraclass compactness can be described by eigengraph, as shown below

$$\kappa = \sum_{i \in N_{kl}(i)} \sum_{j \in N_{kl}(i)} \| \omega^T x_i - \omega^T x_j \|^2 = 2 \omega^T X (D^r - W^r) X^T \omega$$

(1)

$$W_{ij}^a = \begin{cases} 1, & i \in N_{kl}(j) \text{ or } j \in N_{kl}(i) \\ 0, & \text{otherwise} \end{cases}$$

(2)

$$D_{ii}^r = \sum_{j \in s_N} W_{ij}^r, \quad \forall i$$

(3)

Where it indicates the index set of the nearest samples in the same kind of samples, which represents the weight vector of feature transformation and the input data matrix.

As is known to all, the spirit of sports competition is to make human beings higher, stronger and faster. Snooker billiards? Rules are stringent, the penalty integral is not deducted from the rating of the offending party, but the penalty integral is added to the other party, and finally, the person with the highest cumulative integral wins.

Table 1. Comparison between snooker rules and balanced scorecard, 360 degree appraisal and KPI

| Goal setting | Snooker integral rule | Balanced Scorecard | 360-degree appraisal | KPI |
|--------------|----------------------|--------------------|---------------------|-----|
| Appraisal criterion | From top-down, formed by market demand and user value | Strategic decomposition and system connection | None (appraisal strategy only) | From top-down |

3
### Subject of appraisal

| Cultural background | Application result | Goal setting |
|---------------------|--------------------|--------------|
| Traditional finance, market performance, and strategic undertaking factors | Finance, customer internal operations, learned point and growth | Mainly competency factors | Traditional finance and market performance (strategic orientation) |
| Customer appraisal | Leadership appraisal | Comprehensive appraisal | Leadership appraisal |
| Customer center, autonomous management | Strategic objectives and multi factor drive | Democratic fair appraisal | Strategic success factors |
| Self-driving of value creation and value-added | Comprehensive strategic management | Capability development | Performance appraisal and appraisal |

The most crucial feature of workflow information mechanism is to highlight the process, emphasize the reorganization of process-oriented organizational model, replace the view of individual departments or activities with the view of the whole process, emphasize the performance of the entire process to replace the performance of individual departments or activities, break the thinking mode of functional departmentalism, and regard the next department involved in the process as the consideration Customer. Therefore, it encourages the members of each functional department to cooperate and pursue the performance of the process together, i.e., to attach importance to the value of customer needs. Another significant value of workflow information mechanism is the application of big data management. The accumulation of each point data shows the preferences and behaviors of internal and external customers. The “Big data” within the enterprise contains the potential to improve the decision-making process and business effectiveness. For example, the most popular work projects and tasks that employees are most reluctant to challenge are identified through the integral heat map, which can affect the decision-making content of the superior.

### 4. Conclusions

At the operational level of the order competition integral performance, the autonomous integral performance mode combines the requirements of organizational and functional performances with the job descriptions, contents, projects, and results of employees for quantitative appraisal and calculation in a standardized, regularized and value-based way, and link directly to the employee income, to form a value distribution mechanism of more pay for more work. The system has solved the enterprise management puzzles such as employees' enthusiasm and initiative, cross-department work, inter-disciplinary talents, employee overtime, active contribution, etc. Compared with traditional piece-rate and performance wage, it is more inspiring. Finally, the value of human resources is viewed from the economics perspective where benefits should be maximized.

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