
企业绩效管理途径探究—以 X 公司为例

摘 要

随着知识经济的迅速发展，各类知识对企业发展的作用越来越大，知识型员工作为具有扎实知识的工作人员，已经成为企业获得并保持竞争优势的重要对象。因此，对于知识型员工的绩效管理无疑是企业人力资源管理的重要一环。同时，知识型员工能动性高，需求层次高，普通的激励措施不能很好地激发他们的工作积极性，因此，知识型员工的激励问题也是人力资源管理中的一个难点。

本文回顾并归纳概括了知识型员工绩效管理在学界各项代表性的研究成果，依据实际情况界定了知识型员工绩效管理的内涵。本文以 X 企业为例，分析了做好知识型员工绩效管理工作的有效性表现在解决员工与企业的劳动关系和利益关系、招揽企业人才产生长远利益两方面；研究了 X 企业知识型员工绩效管理在企业战略管理方面、绩效管理实施方面以及知识型员工个人层面存在的不足；透过企业管理方法与企业文化建设、员工绩效管理体系建构以及管理者与员工个人能力三个维度对知识型员工绩效管理现状的影响因素进行分析。同时，本文提出通过优化企业上层管理、科学制定知识型员工绩效管理体系来改进企业知识型员工绩效管理的工作。

关键词：人力资源管理，知识型员工，绩效管理

ABSTRACT

With the rapid development of knowledge economy, all kinds of knowledge play a more and more important role in the development of enterprises. As a staff with solid knowledge, knowledge workers have become an important object for enterprises to obtain and maintain competitive advantages. Therefore, the performance management for knowledge workers is undoubtedly an important part of enterprise human resource management. At the same time, knowledge workers have strong initiative, high level of demand, and ordinary incentive measures can not stimulate their work enthusiasm well. Therefore, the incentive problem of knowledge workers is also a difficult point in human resource management. This paper reviews and summarizes the representative research results of performance management of knowledge workers in academic circles, and defines the connotation of performance management of knowledge workers according to the actual situation. Taking enterprises as an example, this paper analyzes the effectiveness of the performance management of knowledge workers in solving the labor relations and interest relations between employees and enterprises, and in attracting enterprise talents to produce long-term benefits; studies the shortcomings of performance management in enterprise strategic management, performance management implementation and individual level of knowledge workers in enterprises; through enterprise management methods and enterprise culture construction, employee performance management system construction and three dimensions of individual competence of managers and employees analyze the influencing factors of the present situation of knowledge workers' performance management. At the same time, this paper proposes to improve the performance management of knowledge workers by optimizing the upper management of enterprises and scientifically formulating the performance management system of knowledge workers.

Keywords:Xuman resources management, knowledge workers, performance management

目 录

1 绪论	1
1.1 选题背景与意义	1
1.1.1 选题背景	1
1.1.2 研究意义	1
1.2 国内外文献综述	1
1.2.1 国外研究现状	1
1.2.2 国内研究现状	2
1.3 论文的结构及主要内容	3
1.4 论文的研究方法	3
2 概念的界定及理论概述	4
2.1 知识型员工的含义	4
2.1.1 知识型员工的定义	4
2.1.2 知识型员工的基本素质	4
2.1.3 知识型员工的特点	5
2.2 绩效管理的相关理论	5
2.2.1 绩效以及绩效管理的概念	6
2.2.2 绩效管理的意义	6
2.3 知识型员工绩效管理的界定及意义	6
2.3.1 知识型员工绩效管理的界定	6
2.3.2 知识型员工绩效管理的意义	7
3 X 企业知识型员工绩效管理的现状	7
3.1 X 企业的基本情况	7
3.1.1 X 企业概况	7
3.1.2 企业文化与社会责任	7

3.1.3 人才培养	8
------------------	---

以上内容仅为本文档的试下载部分，为可阅读页数的一半内容。

如要下载或阅读全文，请访问：

<https://d.book118.com/747144135110006121>