



**Research on performance management of ground service staff in  
Xiamen Airlines**

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## Abstract

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<p>Within the framework of human resource management, performance management plays a central role. With the rapid progress of the economy, civil air travel is gradually becoming more popular and its market share is expanding. Air travelers are increasingly demanding service experience, and ground staff, as the first line of contact between airlines and travelers, have a direct impact on the overall satisfaction of travelers in terms of service quality. Therefore, an effective performance appraisal mechanism is crucial to motivate employees and improve service levels, which helps airlines maintain their advantages in the fierce market competition. In order to achieve this purpose, airlines must analyze the current performance evaluation system in depth and implement corresponding improvement measures. Such a reform can not only promote the improvement of individual employee performance, but also enhance the service quality and market competitiveness of the whole airline.</p>
<b>Key words</b> Performance management, Incentive mechanism, Airports

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# **1 Introduction**

## **1.1 Research background and significance**

### **1.1.1 Research background**

This paper focuses on performance management within the scope of human resource management, and aims to explore how to use efficient performance management strategies in the ground service department of the aviation industry to activate the potential of employees and enhance their enthusiasm for work, so as to improve service quality, reduce the incidence of aviation accidents, enhance customer brand loyalty, and promote the improvement of the overall benefit of the enterprise. Help enterprises achieve long-term and short-term development goals. This study chooses Xiamen Airlines as a case study to deeply analyze its performance management optimization practices. As a leader in China's civil aviation industry, Xiamen Airlines knows that in today's highly competitive market environment, the key to sustainable development is to build an efficient performance management mechanism. In the past, the cumbersome process of relying on paper approval and reporting not only cost resources, but also made it difficult to ensure the integrity and accuracy of information. In addition, the traditional performance evaluation based on subjective judgment is often lack of fairness, which is easy to cause employee dissatisfaction and resistance, and then affect the stability of the team and the overall performance. In order to break this deadlock, Xiamen Airlines is actively exploring a new path of more professional and standardized performance management, aiming to stimulate the potential of employees, enhance the competitiveness of the organization, and inject new impetus into the sustainable development of the enterprise.

### **1.1.2 Research significance**

This study has not only theoretical value but also practical significance. Although large enterprises such as Xiamen Airlines have established a perfect performance management system, with the deepening of the system reform, the growth of the number of passengers and flights, and the frequent occurrence of special circumstances, the effectiveness of the existing performance management system has gradually weakened, and it is difficult to meet the growing demand for production and personnel management. This study aims to analyze the current situation of performance management in Xiamen Airlines, to explore how to optimize performance planning and coaching, and to improve the fairness and effectiveness of performance appraisal, evaluation and motivation, so as to enrich the theoretical research results in the field of performance management and to promote the innovative development of this field. From a practical point of view, this study will provide Xiamen Airlines with a specific performance management improvement

program, which will help build a healthy internal competition mechanism, improve the overall quality of the workforce, and then create more economic benefits. Through the improvement of employees' personal ability, it can not only improve the work efficiency, but also enhance the employees' sense of identification with the company, and inject new impetus for the sustainable development of the enterprise. In addition, the results of this study can also provide useful reference and reference for other enterprises in the same industry or related enterprises to help them optimize the performance management model, solve the problems encountered in the process of performance management, and enhance the management level and market competitiveness of the enterprise.

## **1.2 Research method**

### **1.2.1 Literature analysis**

Literature analysis is a research methodology that involves collecting literature related to a research topic and then screening and categorizing that information to develop a scientific understanding of the topic. In the context of performance appraisal system, this method can help us gain a deeper understanding of motivational factors, application cases and different appraisal tools. By synthesizing the theoretical and practical explorations of performance appraisal systems by scholars at home and abroad, we can identify the shortcomings in the current performance appraisal system of Xiamen Airlines. Further, with the help of advanced performance appraisal tools, we are able to optimize the existing evaluation indexes and methods and construct a more perfect performance appraisal system. This will not only lay a solid foundation for the subsequent research work, but also help to accumulate the necessary research materials.

### **1.2.2 Questionnaire method**

In the field of social and management sciences, researchers tend to use the questionnaire method because it is relatively low cost and efficient. This method not only maintains the scientific nature of the research but also reflects the logic of science. In the study of management science, questionnaires can reveal various phenomena within the organization at the macro level in an objective quantitative study. In this study, we designed a questionnaire that meets the objectives of the study through in-depth discussion of relevant theories and distributed it in an anonymous manner. In addition, we used statistical analysis software to conduct a comprehensive validity analysis of the collected questionnaire data, including reliability and validity tests, to ensure the accuracy and reliability of the data.

### **1.3 Research content**

The purpose of this study is to analyze the current performance appraisal mechanism of Xiamen Airline's ground service staff and identify the deficiencies in the system with the help of existing performance management theories. By considering the development trends of modern society, the growth needs of the company, and the actual situation of the employees, we will re-conceptualize and optimize the performance appraisal system of Xiamen Airline's ground service staff with the aim of increasing the value of these employees' work and solving the challenges faced by this department in terms of performance appraisal.

## **2 Basic concepts and related theories**

### **2.1 Basic concepts and assessment tools**

#### **2.1.1 Performance**

Performance relates to the performance of organizations and individuals in the execution of their responsibilities and the accomplishment of their tasks, and reflects the behaviours undertaken and the results achieved towards the attainment of established objectives. It includes not only work results, but also reflects the mission, vision and core values of the organization. To deeply understand the concept of performance, the following three key points need to be focused on: first, performance should be aligned with the strategic goals of the organization; second, individual performance can only be fully reflected in the broader context of the organizational level; and lastly, performance is concretely manifested through work behaviours and actual results.(Zeng Jia 2019,62-66)

#### **2.1.2 Performance appraisal system**

Performance appraisal involves the systematic evaluation of the extent and quality of organizational and individual achievement of performance objectives based on established appraisal cycles and criteria, through selected appraisal subjects and the application of appropriate assessment methods. In measuring the performance of individual employees, the objectives set at the performance planning stage should be used as a reference. This process is a crucial part of the performance management system and has a significant impact on improving the efficiency of enterprise management. Performance appraisal mainly includes the evaluation of two dimensions: performance results and work attitude. Enterprises should make reasonable use of the results of performance appraisal in operation and strategic decision-making, and use them as the basis for evaluation in salary allocation, position adjustment, training and other aspects, as well as the source of data for other important human resource management work.(Li Jia 2023, 23)

#### **2.1.3 Balanced scorecard**

Balanced Score Card is a tool widely used in enterprise performance appraisal system, which is used to comprehensively appraise the performance of an enterprise and its employees by dividing the organization's strategy into a number of indicators from four dimensions: enterprise's finance, enterprise's customers, enterprise's internal operation, and enterprise's growth. The Balanced Scorecard is based on the company's overall strategy and establishes various indicators to fulfill

the overall strategy, effectively balancing financial and non-financial indicators, as well as customer satisfaction and employee growth. (Bai Sheng, Li Yilin & Feng Weike 2023, 18-20)

The strategic indicators of Xiamen Airlines will start from the four indicators of the Balanced Scorecard, balancing financial and non-financial indicators, and long-term and short-term interests. According to the strategic goals set by the company, the ground service personnel will be divided into different tasks by the upper levels until they are realized by each ground service personnel. The tasks are split up at the higher level until they are realized to each ground service staff. Through balanced assessment indexes, the existing business volume can be guaranteed while at the same time provide a basis for the upgrading and transformation of the enterprise.

Financial Dimension: Because Xiamen Airline's ground service staff is mainly concentrated in one division of the company, the internal costs generally do not undergo much artificial change. Therefore, the financial indicators are mainly derived from the main way of obtaining profit within the department: passenger and flight agency fees, and customer payment can be used as the main indicator of this dimension.

Customer dimension: ground service staff is an important part of Xiamen Airlines to establish a good customer image, how to protect the stickiness and loyalty of travelers is to enhance the company's future profitability is one of the important factors that should be done to enhance the travel of the positive feedback rate, to prevent travelers from complaining about the company and so on should be the establishment of the dimension of the breakdown of the indicators.

Business Process Dimension: As a grass-roots service employee, the business process dimension will be one of the key points of performance appraisal, because the accuracy of business and the skill of treating travelers as well as guaranteeing the operation of daily production is an important indicator to enhance the core competitiveness of the company.

Learning and growth indicators: With the continuous development of society, travelers will have higher requirements for travel, should be based on the long term, to encourage employees to continue to learn and continue to provide innovative service products for the company's primary motivation, to protect the job training at the same time should also encourage employees to learn to improve themselves.

## 2.2 Theoretical basis

### 2.2.1 Equity theory

Equity theory was introduced by Adams in 1965, the degree of employee motivation is derived from subjective comparisons of inputs and outcomes between oneself and a reference person. The theory was first used to study the impact of compensation and the rationality of wage distribution on employee motivation. Equity theory explains that employees receive different levels of motivation by comparing themselves horizontally with others and vertically with their own past. Comparative equations for equity theory (2-1, 2-2):

$$Op/Ip=Oa/Ia \quad (2-1)$$

$$Op/Ip=OH/IH \quad (2-2)$$

Op - What Employees Say About Their Compensation

Ip - Employee's evaluation of their own work

Oa - Employee's evaluation of others' compensation

Ia - Employee's evaluation of others' work

OH - Employee's evaluation of their own past compensation

IH - Employee's evaluation of their past work

In a side-by-side comparison, where both sides of the formula are equal is when employees believe the company's compensation system is reasonable. When the left-hand side indicators are higher than the right-hand side indicators, they perceive that they are being treated unfairly and balance this unfairness by increasing their workload. When most of the left-hand side indicators are lower than the right-hand side indicators, employees perceive that there is an unfairness in favor of others, which may lead to negative emotions and a decrease in work ethic. In longitudinal comparisons, when employees perceive unfairness in their past, they have a biased view of the existence of autonomous work.

According to the theory of equity, a person who has put in effort and has been rewarded for that effort places a greater value on the relative amount of the reward received. Therefore, people often compare to see if they are being paid fairly. In the process and application of performance appraisal, the subjective fairness of the employees should be fully considered, the performance

score needs to reflect the work effort, and the development of compensation mechanisms corresponding to the employee's efforts to improve employee motivation.

### **2.2.2 Goal setting theory**

In 1967, the theory proposed by American management scientists such as Locke and Hughes emphasized the importance of the role of goals in motivation. They argued that by setting reasonable goals, an individual's motivation can be effectively enhanced. People will compare the set goals with their actual performance and adjust their behavior and work rhythm as needed to ensure that the goals are achieved. Difficulty, clarity, and acceptability of goals are key elements in this process. The theory suggests that goal tasks should be clear and make goal performance feedback and goal setting more specific and challenging in order for organizations to better plan and take action, and for employees to be more motivated. (Qu Ning 2021, 144-145)

### **2.2.3 Hierarchy of needs theory**

The Hierarchy of Needs Theory was developed by psychologist Abraham Maslow, and it provides a profound insight into the motivations behind human behavior. The theory divides human needs into five progressive levels: physiological needs, safety needs, social needs, respect needs and self-actualization needs. According to this hierarchy, people will pursue higher-level needs only when the lower-level needs are satisfied. However, even when higher-level needs are satisfied, the lower-level needs do not disappear completely, but their influence on the individual is relatively diminished. (Chen Xiangyang, Liu Fenglin & Zhang Bo 2022, 145-147)

In today's state-owned enterprise environment, employees' physiological needs and safety needs can usually be better guaranteed. Therefore, for Xiamen Airlines, under the premise of ensuring that the basic needs of employees are satisfied, it is more important to study in depth how to effectively stimulate the motivation of employees at different levels. For example, through a reasonable performance appraisal system, not only can we objectively evaluate the performance of employees, but also provide them with a clear career development direction, so as to better stimulate their motivation and innovative spirit. Such a practice helps to enhance employees' job satisfaction and loyalty, which in turn promotes the sustainable development and competitiveness of the enterprise.

### **3 The Current Situation of Xiamen Airlines Ground Handling Personnel Performance Appraisal System**

#### **3.1 Introduction of Xiamen Airlines**

Founded in 1984 and headquartered in Xiamen, Fujian Province on the southeast coast of China, Xiamen Airlines is China's first airline to operate under a modern enterprise system. After 35 years of continuous development, Xiamen Airlines has become a unique airline in China's civil aviation industry. Xiamen Airlines is a member of the SkyTeam alliance, with the carrier code "MF". Xiamen Airlines carries nearly 40 million passengers annually, and more than 10 million people have joined the Xiamen Airlines Frequent Flyer Program. Xiamen Airlines currently operates nearly 350 domestic and international routes, with its route network covering all of China, Southeast Asia and Northeast Asia. With the opening of intercontinental routes such as Amsterdam, Sydney, New York, and Los Angeles, Xiamen Airlines has achieved full coverage of Europe, the Americas, and Oceania, and has extended its route network globally through the SkyTeam Alliance. As of December 2022, Xiamen Airlines will have a fleet of more than 700 aircraft and will operate more than 600 domestic and international routes. (Introduction of Xiamen Airlines 2024)

#### **3.2 Xiamen Airlines Organization and Departments**

Xiamen Airlines' Ground Services Department is one of the airline's core departments, dedicated to ensuring ground safety and providing comprehensive passenger transportation services. The department employs more than 2,000 people and is responsible for a wide range of ground operation duties at Beijing Capital International Airport, such as flight monitoring, load balancing, baggage handling, VIP reception, passenger services, cabin cleaning, and special vehicle operation. In order to optimize management and improve efficiency, the Ground Services Department has established a professional civil aviation services team and assigned employees to the appropriate business centers according to their professional skills and business needs. After a series of structural adjustments, the department now consists of two major parts: the Management Support Department and the Ground Operations Unit. The Ground Operations Unit covers seven centers: Hub Operations, Load Balancing, Baggage Services, Ramp Operations, Passenger Services, Outbound Services and Equipment Maintenance Center. The Management Support Unit consists of five functional departments: Manager's Office, Planning and Finance, Human Resources, Security Management and Operation Service Office. Through the collaborative work of these departments, Xiamen Airlines' Ground Services Department is able to effectively meet the needs of travelers while promoting the application and development of new technologies in the aviation field.

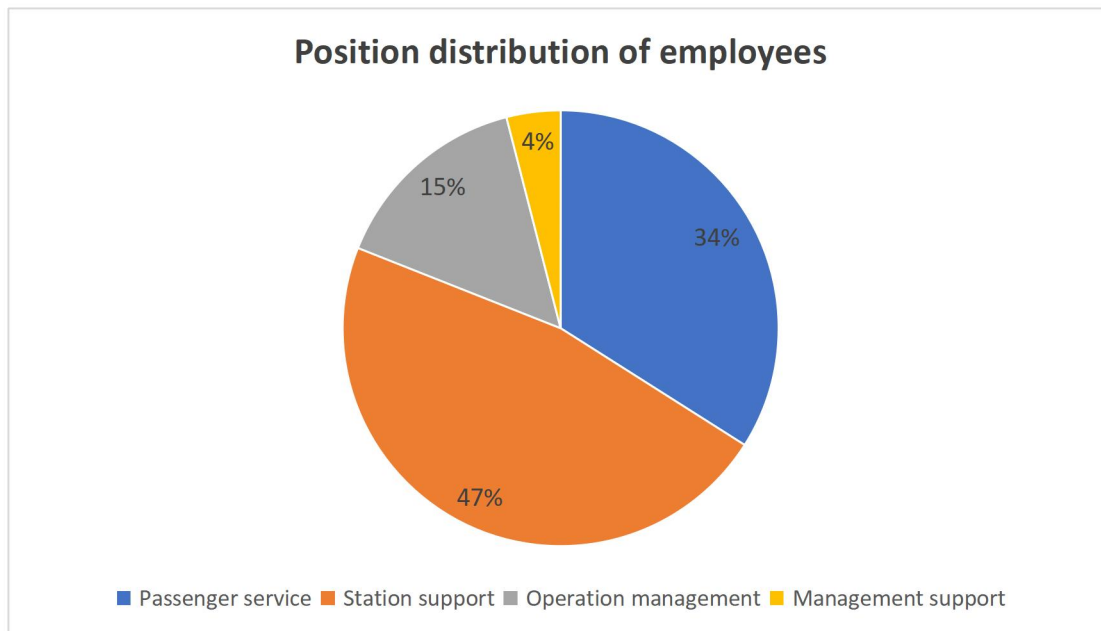
### 3.3 Xiamen Airlines Ground Handling Department Personnel Profile

The company's ground service department has a total of 3,692 employees. The average age is 35 years old, and the service experience is more compared to the same industry, the specific data is analyzed as follows:

#### (1) The nature of Xiamen Airlines' employee positions

Passenger service staff and ramp security staff are the main force of the ground service department of Company A, accounting for 81% of the total number of employees of Xiamen Airlines. Passenger service staff mainly refers to the employees directly facing the passengers, such as check-in staff, transit receptionists, etc., ramp service staff refers to special vehicle operators, baggage handlers, cleaning staff, etc., and operation management personnel mainly refers to the resource deployment, and management support positions related to the staff, the distribution of the nature of the employee positions is shown in Graph 1.

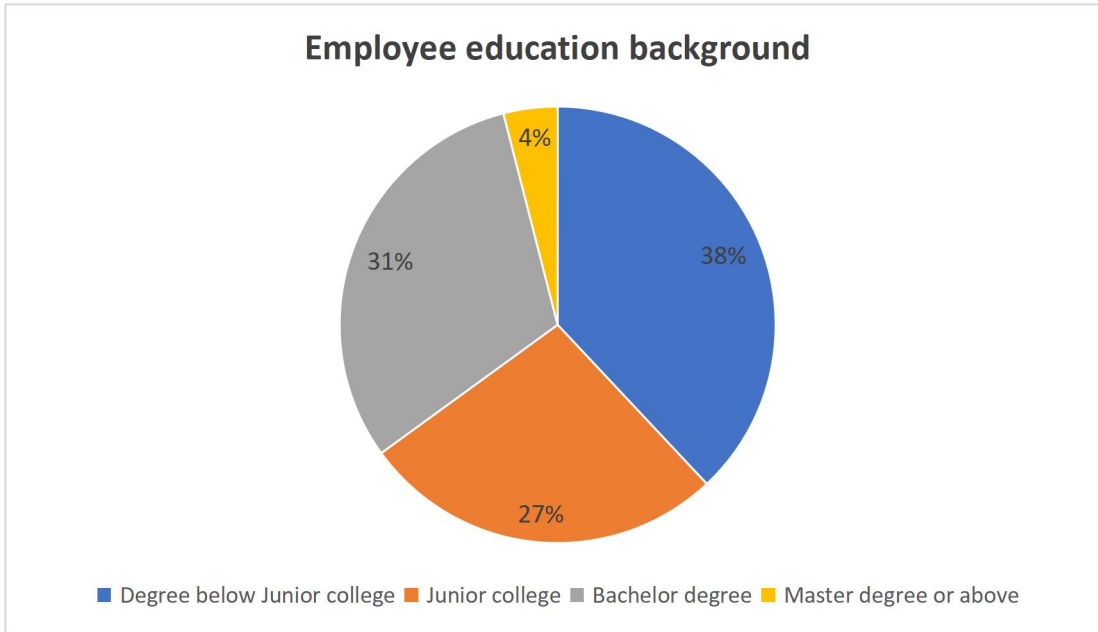
Graph 1



#### (2) Comprehensive quality analysis of Xiamen Airlines employees

The quality of talents in Company A is medium, with 62% of them having specialized education or above, of which the positions of baggage handlers and cleaning staff do not require high education, while other positions require specialized education or above, as shown in Graph2.

Graph2



### 3.4 Overview of the performance appraisal system for airline ground service personnel

In 2023, the Ground Services Department actively responded to the Group's overall strategy of improving human resources efficiency and reducing operating costs. To this end, we comprehensively reviewed and reformed the original performance appraisal system and constructed a new set of performance appraisal index system. This reform has achieved remarkable results in controlling operating costs and ensuring flight service quality. However, there are still some shortcomings in the new system. Specifically, the performance appraisal indexes fail to fully stimulate the enthusiasm and creativity of employees, and it is difficult to effectively guide employees to work hard for the realization of the strategic goals of the enterprise and the department. At the same time, the appraisal indicators are too complex, with a large influence of subjective factors, resulting in a cumbersome and ineffective performance appraisal process. In addition, the appraisal work has gradually become an extra burden for the appraisers, affecting their normal work efficiency.

#### 3.4.1 Performance appraisal index

Ground Services Department performance appraisal index fully combines qualitative and quantitative indicators, mainly divided into the comprehensive quality of the staff's ability to work and work completion assessment. Among them, the performance appraisal indexes and standards of the production support post and logistic support post are shown in Table 1.

Table 1

Dimension name	Assessment standard
Accuracy of routine work completion (30 points)	In this position, I can accurately complete 30 points as required
	Failed to complete as required with an error of 20-29 points
	Failure to complete as required and errors occur with serious consequences less than 20 points
Timely completion of daily tasks (30 points)	This post completed 30 points ahead of schedule
	Failed to complete the job in time 20-29 points
	Do not complete the job within 20 minutes according to the time limit
Year-round attendance (20 points)	100%. Attendance is 20 points
	90%-100%, attendance is 15 points
	80%- 90%, attendance rate is 10 points
	70-80%, attendance rate is 5 points
	Less than 70%, the attendance rate is 0
Job skills (10 points)	Familiar with the work flow of this position, able to complete the task as required 10 points
	Basic grasp of the work flow of this position, able to complete the task 5-9 points
Commitment and completion of temporary work or special tasks (10 points)	10 points for those who have the courage to undertake temporary work or special tasks assigned by superiors and complete them in time
	In addition to the work of this post, the

	temporary work assigned by the superior leadership is basically completed after urging 8 points
	For those who do not take the initiative to undertake temporary work or special tasks assigned by superiors outside the job, the buck-passing work will get 0 points.

The subjective evaluation mainly examines three aspects of the appraisee's ability quality, work attitude and professional conduct, and the scores are based on a percentage system, as shown in Table 2.

Table 2

Evaluation dimension	Evaluation index	Assessment standard
Ability quality 30 points	Field problem handling ability 20 points	At work, deal with special situations, communicate with colleagues in other production units, adaptability and problem solving ability.
	10 points for learning ability	The ability to improve myself, actively participate in company training and adapt to new environment quickly.
Work attitude 35 points	10 points for compliance with management	Obey the work arrangement of the unit, and strictly implement according to the requirements.
	10 points for teamwork	Cooperate with colleagues, take the initiative to take on more difficult tasks, focus on team interests and overall performance improvement.
		Strong sense of responsibility,

	Dedication and responsibility 10 points	willing to contribute, and actively make up for production, service and other problems.
	Pursuit of quality 5 points	Be good at innovation, complete tasks with high quality, provide excellent service, and complete work tasks beyond standard expectations.
Professional conduct 35 points	Honesty and self-discipline 18 points	Do not violate professional ethics, do not harm the interests of the company, do not use the job for personal gain.
	Honesty and trustworthiness 17 points	Proceed from the facts, do not hide the truth, do not shirk responsibility.

From the above information, it can be seen that in the performance appraisal index system of the Ground Services Department, the quantitative indexes are much smaller than the qualitative indexes, and more indexes can not be evaluated objectively and fairly in the daily work when assessed according to the above standards, thus making the incentive effect is not obvious.

### 3.4.2 Performance communication and feedback

In the performance appraisal process, subjective evaluation factors take up a large part of the process, making it difficult for employees to have a clear understanding of the specific efforts required to achieve their goals, thus challenging the fairness and authenticity of the appraisal. Some quantitative indicators, such as attendance and completion of ad hoc tasks, often become the centerpiece of the appraisal. This tendency has a negative impact on the motivation of grassroots service employees and complicates performance communication. Typically, post-appraisal interviews are conducted only in the event of a workplace incident, and the appraisers' semi-annual communication logs often lack substance and are not taken seriously by most employees. In addition, the lack of employee feedback on performance results and suggestions for

improvement undermines the usefulness of performance appraisals for employees. (Shi Huiyun 2024, 123-126)

### **3.4.3 Application of performance appraisal results**

The Ground Services Department's performance appraisal system has some deficiencies. Currently, the department determines grades by comparing the performance scores of employees in the same position and uses the results of the appraisals primarily to determine year-end bonuses. However, since the difference in bonuses between adjacent grades is small and most employees are able to receive satisfactory annual evaluations, performance incentives are not as effective as they could be. In terms of promotion, the company's rules seem to rely too much on subjective factors, such as leadership impressions, rather than being directly linked to performance appraisal results. This means that even if an employee's performance is excellent, he or she may not be able to obtain the corresponding promotion opportunities. This situation may weaken employees' motivation and work drive.

## 4 Problems in the existing performance appraisal system of Xiamen Airlines

In order to more comprehensive understanding of Xiamen Airlines Ground Services Department employee performance management deficiencies and problems, a better understanding of the ground services employee performance appraisal system operation, the application of the effect, in order to put forward the optimization of the performance appraisal management optimization ideas put forward to provide a reference basis for this study designed the corresponding questionnaire, the research ideas, survey respondents, research methodology, the results of the study and the problems are analyzed as follows.

### 4.1 Research idea

This questionnaire takes the current situation of performance appraisal of Xiamen Airlines Ground Services Department employees as the research object, and conducts a survey on the degree of recognition of employees for the existing performance appraisal indicators are not comprehensive enough, the performance appraisal standard is too subjective and lacks of effective performance feedback, as well as a single application of the results of the performance of the potential problems of the employees. According to the human resource management performance management theory, comprehensive reference to many questionnaires about performance appraisal scale, performance appraisal indicators, performance appraisal process and evaluation, performance communication and feedback, performance results of the application of the four aspects of the survey, the specific content as shown in Table 3.

Table 3

Dimensionality	Item
Performance appraisal index	1. The performance management system is consistent with the makers and executors
	2. Superior and subordinate have the same cognition of performance appraisal objectives
	3. The objectives of the performance review will be adjusted as needed
	4. Your performance indicators require some effort to achieve
	5. Assessment indicators encourage the

	courage to challenge and seek innovation
Performance appraisal process and evaluation	6. You are familiar with the performance appraisal process
	7. You know exactly how performance appraisal data is collected
	8. Performance appraisal results can give real feedback on your work status
	9. You think the company's performance appraisal is results-oriented
	10. You think the implementation effect of the company's performance appraisal system is motivating
Performance communication and feedback	11. You are well aware of the company's performance feedback system
	12. Your supervisor communicates with you regularly about performance
	13. You are eager to communicate with the performance evaluator
	14. You can effectively get performance feedback from managers
Performance result application	15. The company's performance pay is closely related to the results of performance appraisal
	16. The company will provide basis for position adjustment based on your performance appraisal results
	17. The company will provide corresponding training according to your performance appraisal results

	18. You are satisfied with the company's current performance review system and do not need to change it
	19. You are satisfied with the way the test results are applied

The questionnaire was divided into two parts: basic information about the employees and current performance management survey. The first part contains five sub-questions, i.e., questions 1-5, to collect the basic information of Xiamen Airlines ground service staff who filled out this questionnaire. The questionnaire questions were analyzed and sampled from four aspects: gender, age, position, and years of working experience of the respondents. The second part of the performance appraisal system status survey, this questionnaire were from the performance plan, performance appraisal process and evaluation, performance communication and feedback, performance results of the use of the four dimensions of the investigation and analysis, in the questionnaire question options, the questionnaire using the Likert counting method, with a score value of 1-5 respectively, that is, disagree, disagree, general, agree, agree, agree with the results of the survey, used to quantitatively with the results of the investigation. The questionnaire used the Likert counting method, with scores of 1-5 indicating strongly disagree, disagree, generally agree, and strongly agree respectively, to quantify the results of the survey and to gain a clearer understanding of Xiamen Airline's ground staff's views on the performance appraisal and management implemented by the company. The results are shown in Table 4.

Table 4

Survey dimension	Problem distribution
Performance appraisal index	1-5
Performance appraisal process and evaluation	6-10
Performance communication and feedback	11-14
Performance result application	15-19

## 4.2 Survey Objects

The target of this survey is Xiamen Airlines Ground Services Department employees, this study randomly selected from three batches of 71 people, a total of 213 people were selected, the questionnaire of this study through a data collection platform as a medium, through the link sent to

each object, a total of 213 questionnaires were issued, 211 questionnaires were retrieved, removing the invalid questionnaires, valid questionnaires were 209, with an effective rate of 98.12%. The questionnaire data were collected and organized into Excel form for SPSS analysis, and the employees who participated in the research and whose questionnaires were valid were coded. On the basis of the above analysis, this study investigates the ground service assessment system of Xiamen Airlines and analyzes the survey data with the help of SPSS software. (Li Yuxin & Zhang Zhiguang 2019, 60-66)

### 4.3 Data analysis of questionnaire

#### 4.3.1 Basic information analysis

Descriptive statistics on the basic information of the employees in the 209 questionnaires were collected, of which the number of male employees was 101 and the number of female employees was 108 in terms of gender.

Age: 56 participants were under 30 years old, 62 participants were between 31 and 40 years old, 56 participants were between 41 and 50 years old, and 35 participants were over 50 years old.

Age: 15 participants with less than 1 year of service, 36 participants with 1-3 years of service, 50 participants with 3-5 years of service, 92 participants with 5-10 years of service, and 16 participants with 10 years of service.

Positions: 162 general employees, 36 junior managers, 13 middle managers, and 2 senior managers.

The questionnaire involves employees from all perspectives and at all levels, and basically represents the overall staff's knowledge and views on the company's performance management. The details are shown in Table 5.

Table 5

Title	Options	frequency	Percentage (%)
Gender	male	101	48.3
	female	108	51.7
Age	Under 30 years old	56	26.8
	31-40 years old	62	29.7

	41 to 50 years old	56	26.8
	Over 50 years old	35	16.7
Working years	Less than 1 year	15	7.2
	1-3 years	36	17.2
	3-5 years	50	23.9
	5-10 years	92	44.0
Job position	General staff	162	77.5
	Junior management	36	15.3
	Middle management	13	6.2
	Top management	2	1.0

#### 4.3.2 Data analysis of each dimension of questionnaire

##### (1) Performance Appraisal Indicators

Through questions 1-5, we can understand that the average value of the rating of the current company's performance appraisal system in terms of consistency with the company's planning and formulators and implementers is at 2.56 points. It shows that the performance appraisal indicators do not work well in this case. The rating of 2.61 in terms of the difficulty of realizing the performance indicators shows that the difficulty of the indicators in daily production has not achieved the expected results, and a considerable part of the indicators are easier to reach as shown. Due to the lack of quantitative data from the grassroots level as a basis for the assessment process by the human resources department, there is the phenomenon of employees being assessed providing their own work data. A large part of the performance appraisal data of grassroots employees come from their own work records and comparisons of others, the lack of difficulty in the assessment of the indicators set so it is difficult to ensure that employees complete the sense of accomplishment, and thus promote the entire department to the company's mission and vision of the development of the effect, as shown in Table 5.

Table 5

Name	Mean value	Standard deviation	Options	frequency
1. The performance management system is consistent with the makers and executors	2.56	1.35	Strongly agree	25
			Comparatively agree	33
			Generally agree	33
			Don't really agree	62
			Disagree	56
2. Superior and subordinate have the same cognition of performance appraisal objectives	2.51		Strongly agree	24
			Comparatively agree	34
			Generally agree	24
			Don't really agree	69
			Disagree	58
4. Your performance indicators require some effort to achieve	2.61	1.32	Strongly agree	28
			Comparatively agree	24
			Generally agree	42
			Don't really agree	68
			Disagree	47
5. Assessment indicators encourage the courage to challenge and seek innovation	2.51	1.39	Strongly agree	28
			Comparatively agree	29
			Generally agree	26
			Don't really agree	64
			Disagree	62

## (2) Performance Appraisal Process and Evaluation

This section contains 6-10 questions, mainly investigating Xiamen Airlines Ground Services Department employees' knowledge of the performance appraisal process. The mean score for knowing the performance appraisal process is 2.31, which clearly indicates that there is much room for improvement in the respondents' knowledge of the performance appraisal process, and that Xiamen Airlines lacks training for the subjects and objects of performance appraisal. The mean value of agreement on knowing how performance data is collected is 2.22, which indicates that employees are largely unaware of the appraisal process. The agreement that the performance appraisal process is motivating for employees is 2.29, indicating that the results of performance appraisal cannot be applied. The score that performance appraisal can reflect one's own work situation is 2.20, indicating that due to the mandatory distribution of performance grades and the fact that most of the employees do not need to make great efforts to achieve a qualified score, the questionnaire results have some cognitive bias towards reality, and the evaluation score that agrees that the performance appraisal is result-oriented is 2.19, which indicates that the performance appraisal process is more subjective, and that the employees do not think that the Performance appraisal is related to work results, and the specific scores are shown in Table 6.

Table 6

Name	Mean value	Standard deviation	Options	frequency
6. You are well aware of the performance appraisal process	2.31	1.27	Strongly agree	22
			Comparatively agree	16
			Generally agree	30
			Don't really agree	78
			Disagree	63
7. You are clear about how your performance data is collected	2.22	1.21	Strongly agree	17
			Comparatively agree	19
			Generally agree	22
			Don't really agree	87

			Disagree	64
8. The company's performance appraisal results can truly reflect your work status	2.20	1.28	Strongly agree	20
			Comparatively agree	16
			Generally agree	28
			Don't really agree	67
			Disagree	78
9. You think the company's performance appraisal is result-oriented	2.19	1.19	Strongly agree	13
			Comparatively agree	21
			Generally agree	29
			Don't really agree	76
			Disagree	70
10. You think the performance appraisal system of the company has the effect of motivation.	2.29	1.28	Strongly agree	22
			Comparatively agree	17
			Generally agree	26
			Don't really agree	78
			Disagree	66

### (3) Performance Communication and Feedback

Questions 11-14, mainly understand the company's employees' opinions related to performance communication and feedback on the company's performance feedback system. It is clear that the average value of the company's performance feedback system is 2.27, so it shows that the company has the problem of not being able to communicate with the supervisor in performance frequently and hope to get performance feedback from the leader. It shows that the company's work in the communication and feedback of performance is inadequate, and performance can not adequately guide and motivate employees to do their work better, as shown in Table 7.

Table 7

Name	Mean value	Standard deviation	Options	frequency
11. You are well aware of the company's performance feedback system	2.27	1.31	Strongly agree	23
			Comparatively agree	18
			Generally agree	22
			Don't really agree	75
			Disagree	71
12. Your supervisor communicates with you about your performance on a regular basis.	2.3	1.3	Strongly agree	21
			Comparatively agree	22
			Generally agree	25
			Don't really agree	71
			Disagree	70
13. You are eager to communicate with performance appraisers.	2.33	1.28	Strongly agree	23
			Comparatively agree	18
			Generally agree	24
			Don't really agree	83
			Disagree	61
14. You can effectively get performance feedback from your manager.	2.28	1.25	Strongly agree	17
			Comparatively agree	25
			Generally agree	22
			Don't really agree	80
			Disagree	65

#### (4) Application of performance appraisal results

In questions 15-19, the satisfaction level of the application of performance appraisal results is only 2.30, indicating that the application of performance appraisal results still has room for further adjustment. The scores of 2.28 and 2.27 respectively for job adjustment or training according to the performance appraisal results indicate that the correlation between the performance appraisal results of this position and the above two items is low, and that the application of performance appraisal is relatively single and lacks incentives for employees at different levels, as shown in Table 8.

Table 8

Name	Mean value	Standard deviation	Options	frequency
15 The company's pay-for-performance award is closely related to performance appraisal results	2.29	1.23	Strongly agree	18
			Comparatively agree	18
			Generally agree	35
			Don't really agree	73
			Disagree	65
15 The company's pay-for-performance award is closely related to performance appraisal results	2.28	1.25	Strongly agree	19
			Comparatively agree	19
			Generally agree	29
			Don't really agree	77
			Disagree	65
16 The results of performance appraisals provide the basis for job adjustments.	2.27	1..25	Strongly agree	18
			Comparatively agree	20
			Generally agree	32
			Don't really agree	70

			Disagree	69
17. You know that you will be given appropriate training according to the performance appraisal results	2.18	1.18	Strongly agree	70
			Comparatively agree	79
			Generally agree	24
			Don't really agree	24
			Disagree	12
18. You are satisfied with the company's current performance appraisal system and do not need to change it.	2.3	1.21	Strongly agree	58
			Comparatively agree	84
			Generally agree	32
			Don't really agree	16
			Disagree	19

#### 4.4 Problems of the Existing Performance Appraisal System of Xiamen Airlines

Through the questionnaire survey, it can be understood that although Xiamen Airlines has a relatively complete set of performance appraisal system, there are quite a lot of problems in the setting of indicators, process implementation and application of results. Therefore, first of all, it should be re-appraised with new appraisal tools to provide strong support for the company to realize its strategic goals and future development.

##### 4.4.1 Not well integrated with corporate strategy

First of all, based on the theory of consistency of goals that corporate goals should be scientifically decomposed, from determining departmental performance to the implementation of grassroots staff performance appraisal indicators need to reflect the consistency. Performance appraisal work to carry out the premise and basis, so the performance refers to the strategy of the enterprise should be closely integrated together, through the data of the employee's work behavior and work attitude scoring so as to provide real feedback on the performance of the employees, to motivate employees to work hard according to the corporate strategy. According to the results of the questionnaire, as shown in Table 5, the current performance appraisal system of the company and

the consistency of the company's planning and developers and implementers, the rating is only 2.56, the performance appraisal of the target will be adjusted according to the needs of the rating of 2.61, therefore, the ground service department's performance appraisal indicators can not be effectively adjusted to the current strategy, the existence of the performance appraisal of the risk of dislocating the company's strategy. Xiamen Airlines' performance appraisal of ground service personnel has some room for improvement in terms of convergence with strategy.

#### **4.4.2 Lack of incentives in performance appraisals**

The average value of the questionnaire survey that the achievement of performance appraisal indicators is difficult is 2.61, which indicates that there is a lack of challenge in terms of the indicators of daily production, while the average value of the appraisal indicators encouraging the dare to challenge and seek innovation is 2.51, as shown in Table 5. This shows that the company's support for innovation in the system is very insufficient according to the theory of goal consistency, a considerable part of the indicators are relatively easy to achieve. Therefore, employees even without these indicators for employees less incentive; but Xiamen Airlines Ground Services Department due to the position as well as the different time periods of the work, there are some employees even if they pay the maximum effort can not get higher performance results, some innovative results can not be reflected through the daily assessment. In the questionnaire survey, it is clear how the performance appraisal data is collected employee rating is only 2.22, according to the theory of goal consistency, employees are not clear about the company's performance appraisal goals, which can not be a good incentive for employees. The company's performance appraisal results can truly reflect your work status, the rating of this question can be learned from the existing continuing assessment system can not respond to the employee's work status, according to the theory of consistency of goals, can not effectively incentivize employees. The average degree of agreement that the company's performance appraisal is motivating is only 2.29, as shown in Table 6.

#### **4.4.3 Lack of effective performance interviews and feedback**

According to Table 7 shows through the survey found that in the clear company's performance feedback system in the title of the score mean value of 2.27, so can not often and supervisors in the performance of communication, can be effective from the manager to get the performance of the feedback of the average value of the score mean value of 2.28. shows that the company in the performance of the work of the communication and feedback deficiencies in the performance of the performance of the performance can not be sufficient to guide and motivate the staff to better complete their work. The mean score of performance feedback from managers is 2.28. Xiamen Airlines lacks to provide counseling and feedback to employees during the performance appraisal

of ground service employees. The performance feedback is often publicized by ranking the results of employee performance scores, without constructive guidance from the appraisers according to the appraisal stage, and lack of appraisees. As performance appraisers do not have regular performance communication indicators, and appraisal results are mainly focused on the collection of individual quantitative indicators of employees, as some of these quantitative indicators do not represent the degree of effort of employees, so the performance communication can not produce a strong credibility. In the process of performance interview and feedback, the performance appraiser lacks understanding of the departmental job objectives, so in the process of performance feedback, it is not possible to supervise and manage the employee indicators to help employees improve their performance. Due to the lack of effective performance interviews, employees' good suggestions and problems found in the management can not be adopted in a timely manner, resulting in a long period of inefficient operation of the performance appraisal, the staff's work is also in the same place, stagnation.

#### **4.4.4 Single application of performance appraisal results**

According to the survey results shown in Table 8, the satisfaction with the application of performance appraisal results is only 2.30, and there is still a need to further improve the application of performance appraisal. The scores for the association of performance appraisal results with salary, position adjustment, and related training in the mission company are 2.29, 2.28, and 2.27, respectively, which indicates that Xiamen Airlines' Ground Services Department adjusts the salary level according to the appraisal results, but there is still a big deficiency in the areas of position adjustment and job training. This shows that the decision-making level of the Ground Services Department does not realize the importance of non-monetary compensation in meeting employees' self-improvement needs. According to Maslow's theory of needs, employees of state-owned aviation enterprises who have satisfied the social needs of higher-level needs are not obvious to the incentives of physiological needs and safety needs such as bonuses. Employees do not have a good understanding of the application of performance results, the main reason is that the Ground Services Department in the employee compensation and bonus issued by the lack of consideration of the needs of employees, only to achieve the health needs of employees, did not play a decisive role in the social and self-realization of the employees' homework; at the same time, the lack of performance appraisal and employee training and enhancement of the support, often do not allow outstanding employees to obtain training opportunities when the sense of achievement; in the promotion of positions, excellent performance results can not be used as a means of motivation for the higher needs of social needs and safety needs. In terms of job promotion, excellent performance can not be used as the basis for employee promotion, so it is not possible to motivate employees in this regard. Through the questionnaire survey, it can be realized that

although Xiamen Airlines Ground Services Department has the prototype of the performance appraisal system, but there are more problems in the process of work practice. In particular, there is an urgent need to systematically optimize the existing performance appraisal system, in order to provide strong support for the company to achieve strategic goals and future development. (Huang Qiqi & Tao Jianhong 2023, 80-91)

## 5 Xiamen Airlines Performance System Optimization

### 5.1 Principles for the design of performance appraisal indicators

This study applies the SMART principle to the design of performance appraisal indicators of Xiamen Airlines, as shown in Table 9.

Table 9

SMART	Description
S	The performance appraisal index should make every employee have a clear understanding of the enterprise's vision and mission, as well as the goals that should be accomplished by all employees.
M	Performance appraisal indicators should quantify the employee's work behavior and work attitude, so as to give a clearer objective and fair evaluation of the employee's work.
A	Appraisal indicators can be realized through the employee's own efforts and work attitude change.
R	Appraisal indicators should be relevant to the functional objectives of the job.
T	Targets should be set with a time limit, according to the weight of the work task, the priority of the matter, the time requirements for the completion of the target project, to keep abreast of the changes in the progress of the project.

#### (1) Financial Dimension Indicators

The main service object of Xiamen Airlines Ground Service Department is passengers, who are one of the main sources of profit for Xiamen Airlines, and it is the primary responsibility of the ground service employees to ensure the safe and convenient travel of passengers. In addition, as a ground service department, the flight agency frequency is also one of the important sources of income for the department, through the number of passengers served and to ensure the operation of normal flight frequency is the primary task of ground service work. (Song Jiaze & Wang Yu 2023, 16-19) Since the flight operation and the number of passengers will be affected by some uncontrollable factors, the assessor applies the OKR assessment method to set up the completion target according to the current development of the industry, so as to ensure that every passenger receives high-quality service, and that every flight landing and taking off are guaranteed to run

smoothly. (Liu Sijie & Wang Shuguang 2022, 45-47) Through the number of passengers served or flights guaranteed by each employee, it can objectively reflect the staff's work intensity and motivation, and is also one of the main bases for the settlement of service fees by each agency. At the same time, because of the convenience of the airline system, the number of travelers and the number of inbound and outbound flights can be easily and comprehensively obtained, so the number of passengers and flights should be included as one of the indicators of the employee performance evaluation. Here, the specific evaluation criteria for the financial dimension of the employees in this department are also explained in detail, as shown in Table 10.

Table 10

Indicators	Appraisal Objectives	Key Achievements	Appraisal Criteria
Financial Indicators	Regular income to ensure the functioning of the sector	Passenger trips	Full marks for achieving the agreed standard of excellence, 75% of the pass mark and no marks for failing to meet the standard
		Number of flights guaranteed	Full marks for achieving the agreed standard of excellence, 75% of the pass mark, no marks for failing to meet the standard

## (2) Customer Dimension Indicators

For the grassroots employees of Xiamen Airlines Ground Services Department, it is their duty to ensure passenger satisfaction. The goal of their work is to provide quality service to passengers, and whether passengers are satisfied or not is related to Xiamen Airline's future revenue and the development of added value. Passenger's ground service experience before and after the flight determines to a large extent the passenger's adhesion to the Company. Nowadays, as passenger needs are becoming more and more diversified, how to improve passenger satisfaction has become the focus of Xiamen Airlines' ground staff's continuous learning and improvement. For Xiamen Airline's ground staff, there are two main aspects of assessment to ensure passenger satisfaction. First of all, every effort should be made to avoid passenger complaints caused by employees' own mistakes, so as to ensure that passengers can take flights smoothly and comfortably. On the other hand, it is whether the service process is based on the analysis of passenger needs according to the available information to provide personalized and targeted

services. In terms of the specific assessment of this indicator, the number of written or telephonic commendations from passengers is assessed. On the other hand, discovering the services that passengers are satisfied with can not only provide a reference for Xiamen Airlines Ground Services Department staff to improve their services, but also help all staff to improve passenger loyalty. At the same time, the specific assessment criteria for this dimension are also explained in detail, as shown in Table 11.

Table 11

Indicators	Appraisal Objectives	Key Achievements	Appraisal Criteria
Passenger Satisfaction	Enhancing Passenger Satisfaction	Positive feedback rate	Evaluation of passenger service evaluations collected through official public number APP, etc.
		Complaint Rate	Complaints from relevant departments are counted through the internal complaint system and rated according to the inverse of the complaint rate.

### (3) Business completion dimension indicators

The business completion dimension of Xiamen Airlines Ground Handling Department embodies the business operation specification, so when optimizing this dimension, firstly, the existing performance appraisal indexes of Xiamen Airlines Ground Handling Department's employees in the business dimension are refined, so that the assessment of the employees' work content can be implemented into each specific work task. (Wang Zhuxin 2023, 23)

After fully studying and understanding the job descriptions, we analyzed the work characteristics of all the grassroots business positions in the Ground Services Department of Xiamen Airlines, and then summarized the following four main types of tasks and responsibilities:

Reach the company's development of service quality audit work, in accordance with the process of standardization of work, to protect the safety of the workplace as well as innovation and optimization of the work process. The internal audit program is mainly determined by the internal reviewer to give the department's audit score, each grass-roots scoring unit scores the same. The service standardization indicators are mainly scored by the service quality personnel among the functional departments in the comprehensive inspection of staff work.

In terms of safety inspection: if the examiner finds that the employee's desk record is incomplete and does not fulfill the task of safety inspection well, there is a deduction of 20% for one occurrence, and if the office area is found to have hidden safety hazards, there is a deduction of 50% for one occurrence of violation. The work standard mainly assesses the accuracy of the staff's work and professional moral quality, etc., to promote the quality of service of all staff to meet international standards, this indicator by the disciplinary inspectors and service quality personnel composed of a joint team scoring, combined with the travelers or staff feedback found that there is also the company's internal operating system to monitor, found that 1 employee times the violation of the deductions of 20% of the value of the points, if the employee's subjective reasons for violations or cause a bad social impact. If the violation is caused by the subjective reasons of the employees or cause bad social impact, this item will not be scored.

Work innovation refers to the work of employees in the work of the work process can be improved, the invention of new things, to optimize the passenger service experience, reduce office costs and improve work efficiency play a role. When assessing this indicator, the main reference is the number of times the department adopts innovative ideas and the number of awards won on behalf of the department. Through the above analysis, the job responsibilities of Xiamen Airlines Ground Services Department employees were improved, and then the key indicators of the employee's business completion dimension were analyzed, and the specific assessment rules of performance appraisal were explained, as shown in Table 12

Table 12

Indicators	Appraisal Objectives	Key Achievements	Appraisal Criteria
Business completion dimension	Normative and standardized personalized service	Quality of Service	Evaluated according to the annual audit score of the product service department
		Safety Management	20% deduction for one incomplete record of accounts during inspection, 100% deduction for one violation of safety hazards found in the office area
		Work standardization	Deduction of 20% for one common violation and 60% for

			one serious violation.
		Work Innovation	10% for one departmental adoption and 20% for one award on behalf of the department.

#### (4) Learning and Growth Dimension Indicators

Due to the special nature of the aviation service industry, safety operations and regulatory training throughout the entire working time, often have multiple skills certificates throughout the year, such as practitioner qualification retraining and a number of business training programs. Employee learning and growth is an important aspect that Xiamen Airlines must pay attention to in order to achieve long-term development, including the measurement of employee competence, job fit and the development of the organization's information system. Therefore, employee performance should be assessed through both internal training and self-improvement, in order to increase the motivation of employees to complete unit training as required, as well as self-improvement and self-actualization. This is shown in Table 13.

Table 13

Indicators	Appraisal Objectives	Key Achievements	Appraisal Criteria
Learning and Growth Dimension	Personal Growth	Business Training	Evaluation results are based on a combination of attendance and test scores.
	Service Skills Enhancement	Self-improvement	Through self-learning and efforts, employees can obtain nationally and industry-recognized degrees, titles or certificates.

Through the above four aspects, the key performance indicators of Xiamen Airlines Ground Services Department employees in different dimensions were decomposed, and the objectives of the evaluation of each indicator as well as the key results of the appraisal based on the detailed description of the key results of the final formation of the Xiamen Airlines Ground Services Department employees key indicators, as shown in Table 14.

Table 14

Indicators	Appraisal Objectives	Key Achievements	Appraisal Criteria
Financial Indicators	Regular income to ensure the functioning of the sector	Passenger trips	Full marks for achieving the agreed standard of excellence, 75% of the pass mark and no marks for failing to meet the standard
		Number of flights guaranteed	Full marks for achieving the agreed standard of excellence, 75% of the pass mark, no marks for failing to meet the standard
Passenger Satisfaction	Enhancing Passenger Satisfaction	Positive feedback rate	Evaluation of passenger service evaluations collected through official public number APP, etc.
		Complaint Rate	Complaints from relevant departments are counted through the internal complaint system and rated according to the inverse of the complaint rate.
Business completion dimension	Normative and standardized personalized service	Quality of Service	Evaluated according to the annual audit score of the product service department
		Safety Management	20% deduction for one incomplete record of accounts during inspection, 100% deduction for one violation of safety hazards found in the office area
		Work standardization	Deduction of 20% for one common violation and 60% for one serious violation.
		Work Innovation	10% for one departmental adoption and 20% for one award on behalf of the department.
Learning and Growth Dimension	Personal Growth	Business Training	Evaluation results are based on a combination of attendance and test scores.
	Service Skills Enhancement	Self-improvement	Through self-learning and efforts, employees can obtain nationally and industry-recognized

			degrees, titles or certificates.
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## 6 Conclusion

This paper takes Xiamen Airlines ground service personnel performance appraisal system as the object of study, under the guidance of performance appraisal theory, through the analysis of the questionnaire survey, the article on Xiamen Airlines performance appraisal issues in-depth study. Designed performance appraisal system for the company's strategic development, the sense of fairness and identity of employees, supports the innovative power of employees employees' future career development, and provides a positive and positive effect on the ground service goals of Xiamen Airlines. The new performance appraisal system has more strategic fit and operability than the former.

First of all, by analyzing and studying the existing performance appraisal system of Xiamen Airlines, and combined with the possible problems of Xiamen Airlines employees issued questionnaires to find out the problems of Xiamen Airlines performance appraisal system, combined with the theoretical knowledge of the Xiamen Airline Performance Appraisal System problems and reasons for the conclusion. It is found that the main problems of Xiamen Airlines' performance appraisal system are: unreasonable setting of performance appraisal indexes, lack of effective feedback, and lack of incentives for the application of performance results in four aspects.

Finally, we propose a solution to the above problems by revising the performance appraisal indicators through the Balanced Scorecard and furthermore, formulating practical and scientific performance appraisal indicators in accordance with the real characteristics of the departmental positions and the wishes of the employees.

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## Appendices

### Appendix 1. Questionnaire for Xiamen Airlines Ground Service Personnel Performance Appraisal System

For those of you participating in this survey:

Hello, we are conducting a research on the performance appraisal system of your Xiamen Airlines Ground Services Department. Thank you very much for filling out this questionnaire, and I hope you can truly reflect the current situation of enterprise performance appraisal in this survey. I will strictly abide by the academic ethics, strictly confidentiality of the information you fill in, and to ensure that the results of the study is only used for academic research, and will not have any impact on your workplace.

I will ensure that the results will be used only for academic research and will not have any public opinion or economic impact on your job. I hope you can fill in the following questions truthfully, your true answers are very important to our research.

Note: This questionnaire is divided into two main parts, the first part is the basic information part, there are 5 sub-questions, the second part is the survey of the current performance appraisal system part, a total of 23 sub-questions, each question corresponds to four options, respectively, very much agree, relatively agree, basically agree, do not quite agree, do not agree, and its corresponding score is 5 points, 4 points, 3 points, 2 points, 1 point, which option you choose, directly on the corresponding option to tick. You can tick the corresponding option directly.  
Example: Choose "Strongly Agree" and put a "v" on option A.

#### Part I: Basic Information Section

1. Your gender

A. Male B. Female

2. Your age

A. Below 30 years old B. 31-40 years old C. 41-50 years old D. Above 50 years old

3. Your years of working experience in the company

A. Less than 1 year B. 1-3 years C. 3-5 years D. 5-10 years E. 10 years or more

4. Your current position

A. General staff B. Basic management C. Middle management D. Senior management

Part II: Current Performance Appraisal Survey Section

1. The performance management system agrees with the formulators and executives

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

2. Consistency between supervisors' and subordinates' perceptions of the performance appraisal objectives.

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

3. The objectives of performance appraisal are adjusted according to the needs

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

4. the achievement of your performance targets requires some effort

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

5. Appraisal indicators encourage daring to challenge and seek innovation

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

6. You are clear about the performance appraisal process

A. strongly agree B. somewhat agree C. mostly agree D. not quite agree E. disagree

7. You are very clear about how your performance data are collected

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

8. The results of your performance appraisal can truly reflect your work status.

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

9. You think the company's performance appraisal is result-oriented.

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

10. You think that the performance appraisal system of the company has a motivating effect.

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

11. You are very clear about the company's performance feedback system.

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

12. Supervisors often communicate with you about performance.

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

13. You would like to communicate with performance appraisers very much

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

14. You can effectively get performance feedback from managers

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

15. There is a close relationship between the company's pay for performance and the results of performance appraisals.

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

16. The results of performance appraisals provide a basis for job adjustments.

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

17. The company will take targeted training for employees based on performance appraisal results.

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

18. You are satisfied with the company's current performance appraisal system and do not need to change it.

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree

19. You are satisfied with the application of appraisal results.

A. Strongly agree B. Comparatively agree C. Basically agree D. Not quite agree E. Disagree