

ANP-Fuzzy方法在电力企业绩效考核中的应用研究

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Research on the Application of ANP-Fuzzy Method in the Performance Evaluation of Electric Power Enterprise

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摘要 本文针对我国电力企业绩效考核指标间具有相互影响关系,且大多定性指标难以精确界定的特点,给出了一种ANP-Fuzzy的综合评价法。首先,建立系统的绩效考核指标体系及具体的考核标准,为考核员工提供规范化的评价框架。其次,设计能够准确反映考核指标相互关系的ANP网络结构,以此确定具有联系性的指标权重。在此基础上,设计能够精确界定定性指标的Fuzzy多层次评价结构,以此评价具有模糊性的员工绩效。最后,运用Super Decisions软件和Matlab软件,给出了基于ANP-Fuzzy方法的电力企业员工绩效考核实证研究。结果表明,该方法合理可行,能够真实反映员工绩效,并且能够有效区分员工自身不同方面的绩效差异以及员工之间的绩效差异。这对帮助员工发现绩效改进空间,不断提升自身绩效具有明显效果。同时,该方法可以借助软件实现,将其应用于电力企业绩效考核具有较强的操作性。

关键词: 绩效考核 电力企业 网络层次分析法 模糊多层次评价法 绩效改进

Abstract: Performance evaluation is an effective means for enterprises to enhance their performance. However, performance evaluation has no obvious effect on performance improvement of electric power enterprises in China. As power industry is infrastructure industry of national economy development, the performance evaluation has become a hot issue in China. Regarding the large scale and complex function of electric power enterprises, there are complex mutual relationships among the performance indicators. The performance indicators are mostly qualitative indicators, so it is hard to evaluate them accurately. The traditional performance evaluation methods do not take these factors into account, which causes the results of performance evaluation cannot reflect the true performance of the employees. The performance evaluation is prone to become a mere formality. Regarding the defects of traditional performance evaluation methods, the comprehensive evaluation method is put forward in this paper based on ANP-Fuzzy. Firstly, the indicator system and the criteria of performance evaluation are established to provide a standardized evaluation frame for the employees. Secondly, the ANP structure which can reflect the mutual relationships among indicators is used to determine the weights of the interactive indicators. On this basis, an empirical research is conducted based on the actual situation of a city-level power supply enterprises. The results show that it is reasonable and feasible to apply the ANP-Fuzzy method to the performance evaluation of electric power enterprises. This method can effectively distinguish the differences of performance between the aspects of an employee and the differences of performance between different employees. This method can help the employees to find the performance improvement space of their own, and obviously improve the employees' performance. Additionally, by using the software of Super Decisions and Matlab, this method can be conveniently put into application.

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