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Public Management and Administration

QUALIFICATION WORK

Education Degree - Master

on: **Improvement of the staff efficiency of the public institution**

Completed:

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073 «Management» (EP «Administrative Management»)

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Faculty Economics and Management
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Education degree «Master»
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TASK

on qualification work for student

Zhang Yue

1. Theme of Qualification work: **Improvement of the staff efficiency of the public institution**
Supervisor Viktoriia Shumkova, PhD, Associate Professor

approved by the university from _____

2. Deadline for student completed project (work) September, 5 2024

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- to study theoretical and scientific methodical foundations of the improvement of the staff efficiency of the public institution;
- to analyze the staff efficiency of Jiangshan Media Group;
- to analyze the dynamics, composition and structure of staff in the public institution;
- to find out the problems in performance management and performance appraisal of staff in the public institution;
- to consider and identify ways to improve the staff efficiency of the public institution.

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2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>August - December, 2023</i>	
3	Preparation and presentation of draft of the first chapter of the thesis	<i>January 2023</i>	
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>March 2024</i>	
5	Making the theoretical part of the thesis, summarizing the analytical part	<i>April 2024</i>	
6	Design options improve the research problem	<i>May 2024</i>	
7	Completion of the project part of the thesis, design chapters	<i>June 2024</i>	
8	Previous work and its defense review	<i>July 2024</i>	
9	Checking the authenticity of the thesis	<i>August, 2024</i>	
10	Deadline for student completed the thesis	<i>September, 02 2024</i>	
11	Defense of the thesis	<i>September, 11-12 2024</i>	

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SUMMARY

Zhang Yue. Improvement of the staff efficiency of the public institution

Master thesis in specialty 073 «Management» OP «Administrative Management», Sumy National Agrarian University, Sumy, 2024. - Manuscript.

The qualification work presents methodological and practical recommendations for improvement of the staff efficiency of the public institution, conducts a theoretical and methodical foundations of the staff efficiency of the public institution, analyzes the existing staff efficiency of the public institution and identifies and substantiates ways to improve of the staff efficiency of the public institution.

The rapid advancement of Internet technology has significantly impacted traditional media such as television, radio, and newspapers. As key entities for policy propaganda and public opinion guidance, traditional media have seen a decline in communication power and influence. Emerging media fueled by information networks and digital technologies have led to unprecedented changes in the media landscape.

The importance of effective staff management in traditional media transitioning to new media environments is highlighted. Effective human resource management strategies are crucial for adapting to evolving landscapes and ensuring employee motivation and alignment with institutional goals. Analysis of Jiangshan Media Group reveals fluctuations in asset allocation, liabilities, and advertising profits. A stable but young workforce with a significant number of employees under 30 years old was noted. The need for continuous training and effective performance management is emphasized. Current performance appraisal systems at Jiangshan Media Group show misalignment with strategic goals, inadequate feedback mechanisms, and insufficient inclusion of training outcomes. Nearly 41% of staff believe the appraisal system does not align with strategic objectives.

To align performance appraisals with strategic goals, specific operational performance indicators were developed. The study proposes a performance appraisal system based on KPIs and 360-degree evaluations to assess program production, communication, collaboration, and work attitudes. The study underscores the necessity for traditional media to adapt to new media environments by improving staff efficiency through robust human resource management strategies. Effective staff management involves creating an environment where employees can thrive, perform their duties efficiently, and contribute to the institution's success. Addressing issues in performance management and aligning appraisal systems with strategic goals can significantly enhance the productivity and competitiveness of public institutions like Jiangshan Media Group. The research findings highlight that integrating user interaction indicators, training outcomes, and comprehensive feedback mechanisms into performance appraisals can foster employee motivation and development.

The proposed directions for enhancing staff efficiency are recommended for implementation in Jiangshan Media Group's operations. Effective staff management will lead to better quality services, higher employee motivation, and improved public satisfaction.

Key words: employee engagement, human resource development, performance appraisal system, public sector management, staff efficiency.

АНОТАЦІЯ

Чжан Юе. Підвищення ефективності роботи персоналу громадської установи

Кваліфікаційна робота зі спеціальності 073 «Менеджмент» ОП «Адміністративний менеджмент», СНАУ, Суми-2024 р. – Рукопис.

В кваліфікаційній роботі розглянуто методичні і практичні рекомендації щодо удосконалення ефективності роботи персоналу громадської установи, здійснено теоретико-методичне дослідження основ ефективності персоналу громадської установи, проведено аналіз існуючої ефективності персоналу громадської установи та визначено та обґрунтовано шляхи підвищення кадрової ефективності громадської установи.

Швидкий розвиток інтернет-технологій значно вплинув на традиційні медіа, такі як телебачення, радіо та газети. Як ключові суб'єкти політичної пропаганди та формування громадської думки, традиційні медіа зазнали зниження своєї комунікаційної сили та впливу. Нові медіа, які підтримуються інформаційними мережами та цифровими технологіями, призвели до безпрецедентних змін у медіа-ландшафті. Підкреслюється важливість ефективного управління персоналом у традиційних медіа, які переходять до нових медіа-середовищ. Ефективні стратегії управління людськими ресурсами є вирішальними для адаптації до змінюваних ландшафтів та забезпечення мотивації працівників та їх узгодження з цілями установи. Аналіз Jiangshan Media Group виявляє коливання в розподілі активів, зобов'язаннях та рекламних прибутках. Відзначено стабільну, але молоду робочу силу з великою кількістю співробітників молодше 30 років. Наголошується на необхідності постійного навчання та ефективного управління продуктивністю. Нинішні системи оцінки продуктивності в Jiangshan Media Group показують невідповідність стратегічним цілям, неадекватні механізми зворотного зв'язку та недостатнє врахування результатів навчання. Майже 41% персоналу вважає, що система оцінки не узгоджується зі стратегічними цілями.

Для узгодження оцінок продуктивності зі стратегічними цілями було розроблено конкретні операційні показники ефективності. У дослідженні пропонується система оцінки продуктивності, заснована на ключових показниках ефективності (KPI) та оцінках на основі методу 360 градусів для оцінки виробництва програм, комунікації, співпраці та робочих відносин. Дослідження підкреслює необхідність для традиційних медіа адаптуватися до нових медіа-середовищ шляхом підвищення ефективності роботи персоналу за допомогою міцних стратегій управління людськими ресурсами. Ефективне управління персоналом передбачає створення середовища, в якому працівники можуть процвітати, ефективно виконувати свої обов'язки та сприяти успіху установи. Усунення проблем в управлінні продуктивністю та узгодження систем оцінки зі стратегічними цілями може значно підвищити продуктивність та конкурентоспроможність державних установ, таких як Jiangshan Media Group.

Ключові слова: залучення працівників, розвиток людських ресурсів, система оцінки діяльності, управління державним сектором, ефективність персоналу.

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INTRODUCTION

Topic relevance. The rapid advancement of Internet technology has popularized new media in news dissemination, significantly impacting traditional media such as television, radio, and newspapers. As key entities for policy propaganda and public opinion guidance, traditional media have seen a decline in communication power and influence. The rise of emerging media, fueled by information networks and digital technologies, has led to unprecedented changes in the media landscape. The «channel» strategy has been replaced by «content is king», where high-quality content is crucial for attracting users and capturing market share. Traditional media are losing their advantages and facing significant development challenges. Improving staff efficiency in public institutions, especially traditional media, is essential to adapt to these changes, maintain their roles, and regain a competitive edge.

Questions related to improving of the staff efficiency were investigated by such scientists as Chen Jiawen, Han Lei, Hu Xiang, Kravchuk O., Li Le, Li Yanping, Morhun T., Shevchuk N., Stepanenko Y., Temchenko O. and other, but despite the large number of publications on the topic, this issue needs more extensive research in a question of performance appraisal system for staff in the public institution.

The purpose of the master's work is to study methods and models of improving of the staff efficiency of the public institution.

According to a particular purpose, the important objectives of this work are:

- to study theoretical and scientific methodical foundations of the improvement of the staff efficiency of the public institution;
- to analyze the staff efficiency of the public institution;
- to consider and identify ways to improve the staff efficiency of the public institution.

The object of the study is the staff efficiency in Jiangshan Media Group.

The subject of the study is conditions of management the staff efficiency in Jiangshan Media Group.

Research methods. The following research methods were used in the work: observation, comparison, analysis and generalization of empirical data (to pose a problem and determine the extent of its research); methods of economic analysis (for analysis of elements of the institution's image and its comprehensive assessment); graphic method (to illustrate the dynamics of the investigated indicators, as well as the conclusions of the conducted research).

Elements of scientific novelty. The scientific novelty of the conducted research consists in determining and justifying the influence of implementation guarantee of the optimization plan for the performance appraisal system of staff in the public institution.

The practical significance of the obtained results: proposed directions for enhancing the staff efficiency of the public institution are recommended for implementation in the operations of Jiangshan Media Group.

Approbation of the results. The scientific provisions of the main research results, conclusions and recommendations were reported and received a positive evaluation at the Scientific and practical conference of teachers, graduate students and students of the Sumy NAU (Sumy, May 14-16, 2024) and in V International Scientific and Practical Conference «Perspectives of Contemporary Science: Theory and Practice» (Lviv, June 24-26, 2024).

Publications. The main provisions of the qualification work were published in 2 theses of scientific conferences.

Structure and scope of work. The qualification work consists of an introduction, three sections, conclusions and proposals, a list of used sources from 27 titles, appendices. The main text is laid out on 70 pages of computer text, the work contains 29 tables, 18 figures, 1 appendice.

CHAPTER 1

THEORETICAL AND SCIENTIFIC METHODOLOGICAL FOUNDATIONS OF THE IMPROVEMENT OF THE STAFF EFFICIENCY OF THE PUBLIC INSTITUTION

With the continuous deepening of media integration, the traditional media has changed from communication technology, news information collection methods to business scope and employee working methods. Practitioners of traditional media such as television, radio, and newspapers are no longer limited to the previous work content such as television shooting, radio broadcasting, and text editing. Instead, they need to learn and use the new media based on Internet technology. The full process of working methods from content creation to platform communication. Therefore, under such a huge change, while the company's work requirements and performance expectations for them are constantly improving, due to the changes in working methods and the relative increase in work content, the management model of traditional media, especially human resource management, salary incentives, etc., also needs to be changed to a certain extent, promoting the better development of traditional media in media integration.

In this context, the importance of effective staff management cannot be overstated. As media public institutions undergo these transformations, having a robust human resource management strategy is essential to navigate the evolving landscape. Adapting HR practices to meet the new demands ensures that employees are not only well-equipped to handle the changes but are also motivated and aligned with the public institution's goals [6 p. 61, 10 p. 157].

Staff management, also known as HR management, is a comprehensive approach aimed at effectively utilizing a public institution's human resources to achieve its strategic goals. It encompasses all aspects of dealing with employees, starting from recruitment and hiring to their development and motivation. The essence of staff management lies in creating an environment where employees can thrive, perform their duties efficiently, and contribute to the public institution's success.

The key characteristics of staff management encompass various aspects that ensure employees are effectively recruited, developed, and retained. These characteristics are presented in table 1.1 for a detailed overview.

Table 1.1 - Key Characteristics of Staff Management

Characteristic	Description
Recruitment and Selection	Identifying the need for new employees, attracting candidates, and selecting the most suitable ones.
Training and Development	Providing employees with the necessary training to enhance their skills and knowledge.
Performance Management	Monitoring and evaluating employees' performance, providing feedback, and setting objectives.
Compensation and Benefits	Designing and managing a compensation structure that includes salaries, bonuses, and benefits.
Employee Relations	Managing the relationship between the public institution and its employees, addressing grievances.
Compliance with Labor Laws	Ensuring all HR practices comply with relevant labor laws and regulations.
Strategic HR Planning	Aligning HR strategies with the overall business strategy, forecasting future HR needs.
Diversity and Inclusion	Promoting a diverse and inclusive workplace that values different perspectives and backgrounds.
Employee Engagement and Retention	Implementing strategies to keep employees motivated, engaged, and committed.

Source: Systemized by author from [2, 17, 21 p.65]

Effective staff management significantly influences productivity, employee satisfaction, and overall business performance, making it an essential component of any successful public institution.

The implementation of effective staff management requires a systematic approach that includes several key stages. These stages help ensure the recruitment, development, and retention of talented employees, as well as contribute to achieving the strategic goals of the public institution (fig.1.1). By systematically addressing each stage, public institutions can effectively manage their human resources, foster a productive work environment, and achieve their strategic objectives.

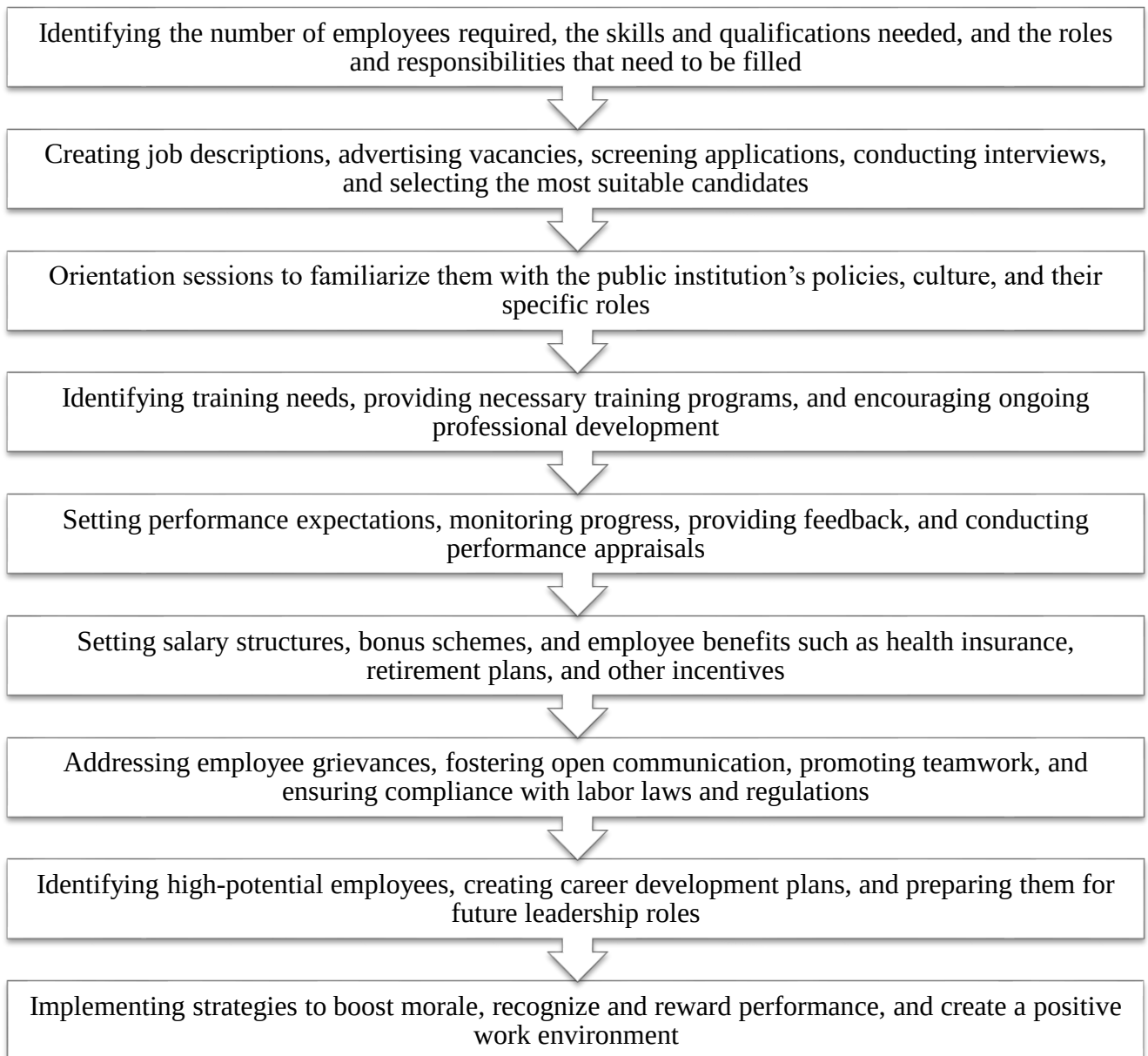


Figure 1.1 - Stages of Implementing Staff Management

Source: Systemized by author from [1 p.320, 9 p.420, 14]

Staff efficiency refers to the extent to which employees perform their tasks effectively and productively, maximizing output while minimizing wasted effort or resources. Improving staff efficiency is crucial for public institutions to achieve their goals, maintain competitiveness, and ensure overall success. Key aspects of staff efficiency include clear objectives and expectations, proper training and development, effective communication, and employee motivation and engagement. Clearly defined goals and expectations help employees understand what is required of them, allowing

them to focus their efforts more effectively. Continuous training and development ensure that employees have the necessary skills and knowledge to perform their tasks efficiently, keeping them updated with the latest industry trends and technologies. Open and transparent communication within the public institution helps prevent misunderstandings and ensures that everyone is on the same page, streamlining workflows and enhancing collaboration. Motivated and engaged employees are more productive, and providing recognition, rewards, and opportunities for growth can boost morale and drive employees to perform at their best [7 p. 221, 12 p.65].

Several factors influence staff efficiency, impacting how effectively employees perform their tasks and contribute to public institutional goals:

1. The work environment and culture play a significant role in shaping staff efficiency. A positive, supportive, and collaborative work culture encourages employees to be more productive and engaged. On the other hand, a toxic or unsupportive work environment can lead to low morale and decreased productivity.

2. Employee skills and training are also crucial; providing continuous learning opportunities ensures that employees have the necessary knowledge and skills to perform their tasks efficiently. Well-trained employees are more confident in their roles and can contribute more effectively to the public institution's success.

3. Management practices and leadership style significantly affect staff efficiency. Effective leaders who communicate clearly, set realistic goals, and provide constructive feedback can enhance employee performance. Good managers understand the strengths and weaknesses of their team members and can assign tasks that align with their skills, thereby optimizing efficiency. Additionally, leaders who foster a culture of trust and transparency create an environment where employees feel empowered to contribute their best work.

4. The availability and use of technology and tools is another important factor. Access to the right technology can streamline workflows, reduce manual tasks, and increase overall productivity.

5. Work-life balance and employee well-being are essential for maintaining high levels of staff efficiency. When employees feel supported and can balance their

professional and personal lives, they are more likely to be motivated and perform at their best [4 p. 15, 15].

6. Clear and open communication within the public institution helps prevent misunderstandings, ensures alignment with public institutional goals, and fosters a collaborative work environment. Regular team meetings, transparent decision-making processes, and open channels for feedback allow employees to stay informed and engaged. Effective communication also helps in quickly resolving issues and aligning efforts towards common objectives.

7. Recognition and rewards for employee performance can significantly boost morale and efficiency. Employees who feel valued and appreciated are more likely to be engaged and productive. Implementing a system of rewards and recognition, whether through formal programs or informal acknowledgment, helps reinforce positive behaviors and motivates employees to maintain high performance levels [19, 23 p. 7].

To measure staff efficiency, public institutions can use several metrics. One common metric is productivity, which can be measured as output per hour worked or tasks completed within a specific timeframe. Employee performance evaluations provide insights into individual contributions and areas for improvement. Utilization rates measure the percentage of time employees spend on productive tasks versus non-productive activities. Quality of work is another important metric, which can be assessed through error rates, customer feedback, and the level of rework required. Employee engagement surveys help gauge the level of motivation and satisfaction among staff, which directly impacts efficiency. Absenteeism and turnover rates also provide valuable information, as high rates can indicate issues with job satisfaction or work environment that may be affecting efficiency.

By optimizing the use of human resources, companies can improve productivity, reduce costs, and maintain a competitive edge in the market. However, while the benefits of boosting staff efficiency are significant, there are also potential drawbacks that public institutions must consider. Striking the right balance between efficiency and employee well-being is crucial for sustainable success [18, 25 p. 29]. The advantages and disadvantages of increasing staff efficiency are presented in table 1.2.

Table 1.2 - Advantages and Disadvantages of Increasing Staff Efficiency

Advantages	Disadvantages
Enhancing staff efficiency leads to higher productivity as employees complete tasks more quickly and effectively.	Efforts to improve efficiency can lead to increased pressure and stress on employees, potentially causing burnout.
Efficient employees reduce operational costs by minimizing waste and optimizing resource use.	A strong focus on efficiency might discourage creative thinking and innovation if employees are too focused on optimizing current processes.
Higher efficiency often results in better quality work with fewer errors and less need for rework.	If efficiency measures are perceived as overly stringent, they can lead to decreased job satisfaction and lower morale.
Efficient operations can give a company a competitive edge by enabling faster delivery of products or services.	Overemphasis on efficiency can sometimes result in cutting corners, which may compromise the quality of work.
Efficient work processes can reduce stress and increase job satisfaction, as employees feel more accomplished.	Employees may resist new efficiency measures, especially if they involve significant changes to established workflows.
Increased efficiency can lead to higher profit margins as costs are reduced and output is maximized.	Focusing too much on immediate efficiency gains might overlook the long-term development and strategic growth of the public institution.

Source: Systemized by author from [2, 8 p. 72, 17, 19]

Efficient staff utilization can significantly enhance the effectiveness and quality of services provided to the public, ultimately fulfilling the institution's mandate and improving public satisfaction. Efficient staff can handle more tasks in less time, leading to higher productivity. This increased productivity means that public institutions can serve more people and address more issues without the need for additional resources. Public institutions often operate with limited budgets funded by taxpayers. By optimizing staff efficiency, these institutions can reduce operational costs, minimizing waste and better utilizing public funds. This financial prudence can free up resources for other essential services or initiatives, thus broadening the institution's impact. Improved staff efficiency also leads to better quality of work. When employees are efficient, they are less likely to make errors, ensuring that public services are delivered accurately and reliably. Efficient staff management can enhance employee morale and job satisfaction. Employees who feel productive and see the impact of their work are more likely to be motivated and committed to their roles. This positive work environment can reduce

turnover rates and the associated costs of recruiting and training new staff. In public institutions, where experienced personnel often hold valuable institutional knowledge, retaining skilled employees is particularly beneficial. High staff efficiency can improve the institution's ability to respond to emergencies and unforeseen challenges. Efficient operations contribute to better transparency and accountability in public institutions. When processes are streamlined, and tasks are completed efficiently, it is easier to track performance and ensure compliance with regulations and standards. This transparency can enhance public trust and confidence in the institution, which is vital for maintaining legitimacy and support. Staff efficiency can drive innovation within public institutions. Efficient use of resources and time allows employees to focus on developing new solutions and improving existing processes. Innovation is essential for public institutions to adapt to changing needs and expectations of the public, ensuring that they remain relevant and effective in fulfilling their mission [3 p. 124, 11 p. 279].

By prioritizing staff efficiency, public institutions can better serve the public, uphold their responsibilities, and contribute to the well-being and progress of society.

While increasing staff efficiency is beneficial for public institutions, several problems can arise during this process. These issues can impact both the workforce and the overall effectiveness of the efficiency measures. One significant issue is employee burnout. As public institutions push for higher efficiency, employees may face increased workloads and pressure to perform, leading to physical and emotional exhaustion, decreased motivation, and ultimately, a drop in productivity. Burnout not only affects individual performance but also contributes to higher absenteeism and turnover rates. Another issue is the potential compromise in quality. In the rush to improve efficiency, the quality of work may suffer as employees might cut corners or rush tasks to meet efficiency targets, resulting in errors and substandard outputs. This can harm the institution's reputation and lead to additional costs for correcting mistakes. Implementing new efficiency measures often requires changes to established workflows and processes, leading to resistance to change. Employees may resist these changes due to fear of the unknown, discomfort with new methods, or concern about job security, which can slow down the implementation process and reduce the overall effectiveness

of the efficiency initiatives. If employees do not fully understand the reasons behind the efficiency measures or feel excluded from the decision-making process, it can lead to confusion, mistrust, and decreased morale. Constant pressure to improve efficiency can create a stressful work environment, leading to reduced employee morale. Inadequate training is another significant issue. Inadequate training can hinder this process, leaving employees ill-prepared to meet new efficiency standards, resulting in frustration, decreased productivity, and resistance to further changes [20 p. 15, 27 p. 144].

Addressing these problems requires a balanced approach that considers both public institutional goals and employee well-being. Public institutions must ensure that their efforts to enhance efficiency do not compromise the quality of services or the well-being of their employees.

Improving the efficiency of the use of human resources is an important goal for many public institutions. By optimizing the way human resources are managed and used, companies can achieve better productivity, reduce costs and improve overall performance. Below are the main guidelines for improving staff productivity and the socio-economic impacts of these efforts (fig.1.2).

The implementation of the proposed strategic directions for increasing the efficiency of the use of personnel will allow: to increase the level of motivation of employees at the enterprise; increase labor productivity and profits of the enterprise and generally improve its image and position in the modern competitive market environment.

The implementation of the proposed strategic directions for increasing the efficiency of the use of personnel will allow: to increase the level of motivation of employees at the enterprise; increase labor productivity and profits of the enterprise and generally improve its image and position in the modern competitive market environment. By focusing on efficient resource management and employee development, the enterprise can create a more dynamic and responsive workforce. Additionally, these improvements will facilitate better innovation and adaptability, enabling the company to stay ahead of industry trends. Ultimately, a motivated and

efficient workforce will drive sustainable growth and long-term success for the public institution [11 p. 280, 15].



Figure 1.2 - The main strategic directions of increasing the efficiency of personnel use and the socio-economic effect as a result of their implementation

Source: Systemized by author from [9 p. 420, 14, 25 p. 30]

In summary, the continuous deepening of media integration necessitates significant changes in traditional media's human resource management practices. Effective staff management is increasingly crucial as media public institutions transition to more integrated and technologically advanced processes. By adapting human resource management strategies, public institutions ensure employees are equipped and motivated to handle changes, aligning with public institution goals. Key characteristics of staff management, such as recruitment, training, performance management, and employee engagement, are essential in fostering a productive work environment. Enhancing staff efficiency leads to increased productivity, cost savings, improved quality of work, and better employee morale. Efficient staff can manage more tasks in less time, reducing operational costs and better utilizing public funds. However, challenges like employee burnout, resistance to change, and quality compromises must be carefully managed. Addressing these issues through effective communication, proper training, and support systems is crucial. Implementing strategic directions focused on resource management and employee development creates a dynamic and responsive workforce. Ultimately, prioritizing staff efficiency ensures public institutions better serve the community, uphold responsibilities, and contribute to societal progress. By doing so, public institutions can achieve sustainable growth and long-term success in a rapidly evolving media landscape.

CHAPTER 2

ANALYSIS OF STAFF EFFICIENCY OF JIANGSHAN MEDIA GROUP

2.1 General Organizational Characteristics of the Public Institution

Since its reorganization in October 2019, the Jiangshan Media Group has transitioned into a new business-oriented enterprise, following a reform of the original three public institutions: newspapers, radio and television, and news offices. Aligning with its three functional roles – mainstream public opinion platform, comprehensive service platform, and community information hub – the Center advances the comprehensive integration of teams, platforms, technology, and services. This integration fosters the seamless unification of resources, content, publicity, and interests. The Center has established an all-media communication framework that synchronizes online and offline activities, bridges large and small screens, enhances professional and group interactions, and links internal and external publicity. This framework produces five all-media products: «one station, one newspaper, one terminal, two numbers, and one hundred screens».

As an official party media entity, the Jiangshan Media Group steadfastly adheres to the party's leadership, actively and precisely navigating mainstream public opinion trends and the evolving landscape of new cultural industries. The Center continually deepens the vertical reform of integrated media, expediting the convergence of traditional and new media industries. It promotes a steady and swift transformation from traditional media with passive audiences to intelligent integrated media focused on active users and comprehensive service provision [13].

In response to the operational and management requirements the Jiangshan Media Group has established five relatively independent internal departments: the administrative center, dispatching center, editing center, broadcasting center, and economic and creative center. The media integration industry business division comprises nine departments: editor-in-chief office, special columns, collection center,

editing center, production center, broadcasting, broadcast control, broadcasting, and program operation, as detailed in figure 2.1.

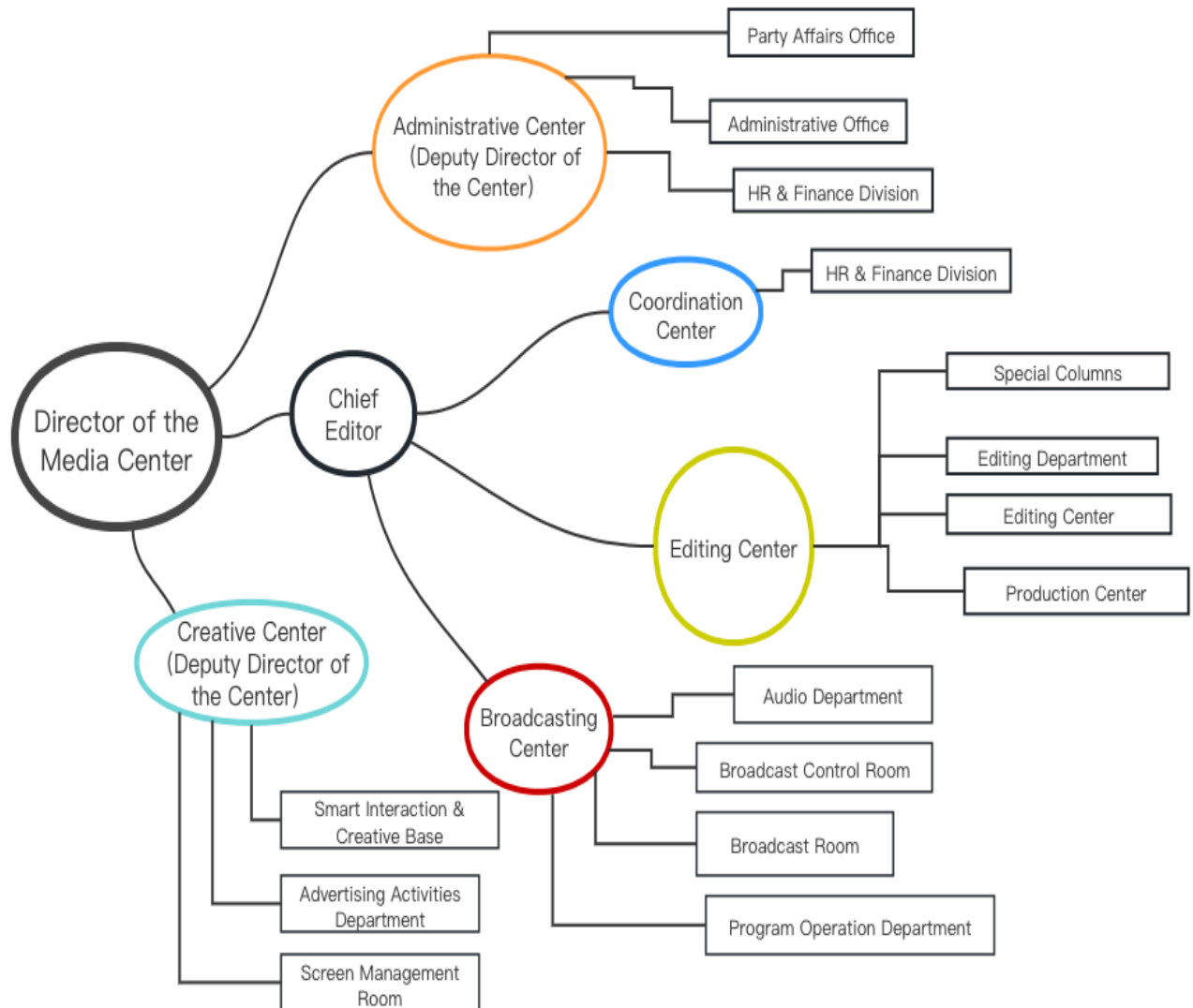


Figure 2.1 - Organizational Structure of Jiangshan Media Group

Source: Author's own research from [13]

By evaluating the amount and structure of assets, stakeholders can gain insights into asset allocation, investment effectiveness, and overall financial stability. The assessment of Jiangshan Media Group's assets, as presented in table 2.1, provides valuable information about the public institution's financial trends and strategic decisions.

Table 2.1 - The Amount and Structure of Assets of Jiangshan Media Group

Assets	2021		2022		2023		Deviation 2023- 2021, +/-
	Sum, thous. Yuan	Specific weight, %	Sum, thous. Yuan	Specific weight, %	Sum, thous. Yuan	Specific weight, %	
Bank deposit	12100	31.7	10920	23.9	14950	40.9	2850
Other receivables	550	1.4	1400	3.1	730	2	180
Fixed assets	24210	63.4	22050	48.3	19870	54.4	-4340
Intangible assets	1300	3.4	11300	24.7	960	2.6	-340
Total	38160	100	45670	100	36510	100	-1650

Source: Author's own research

According to the data in table 2.1, in 2021, the total assets amounted to 38160 thousand Yuan, which increased to 45670 thousand Yuan in 2022 but decreased to 36510 thousand Yuan in 2023, marking a net reduction of 1650 thousand Yuan over the three-year period.

Bank deposits formed a significant portion of the assets, starting at 12100 thousand Yuan in 2021, which was 31.7% of the total assets. In 2022, this amount decreased to 10920 thousand Yuan (23.9%) but surged to 14950 thousand Yuan (40.9%) in 2023, resulting in an overall increase of 2850 thousand Yuan. Other receivables, though a smaller component, showed variability. In 2021, they were 550 thousand Yuan (1.4%), which increased to 1400 thousand Yuan (3.1%) in 2022 but declined to 730 thousand Yuan (2%) in 2023. This represents a net increase of 180 thousand Yuan over the three years.

Fixed assets, which formed the bulk of the assets, saw a consistent decline. Starting at 24210 thousand Yuan (63.4%) in 2021, they decreased to 22050 thousand Yuan (48.3%) in 2022 and further to 19870 thousand Yuan (54.4%) in 2023. This category experienced a significant reduction of 4340 thousand Yuan over the period. Intangible assets also demonstrated fluctuations. In 2021, they were valued at 1300 thousand Yuan (3.4%). A substantial increase was noted in 2022, with intangible assets reaching 11300 thousand Yuan (24.7%). However, this value sharply dropped to 960

thousand Yuan (2.6%) in 2023, resulting in a net decrease of 340 thousand Yuan from 2021 to 2023.

In conclusion, the assets of Jiangshan Media Group experienced notable changes from 2021 to 2023, with significant fluctuations in bank deposits, fixed assets, and intangible assets. Despite an initial increase in total assets by 2022, the overall period saw a net reduction, highlighting areas for potential financial improvement and strategic asset management.

Evaluating the amount of liabilities can reveal the capacity of the public institution to meet its short-term and long-term commitments, providing stakeholders with a clear picture of financial stability and risk. The data presented in figure 2.2 will be analyzed to understand the trends and changes in the liabilities of Jiangshan Media Group.

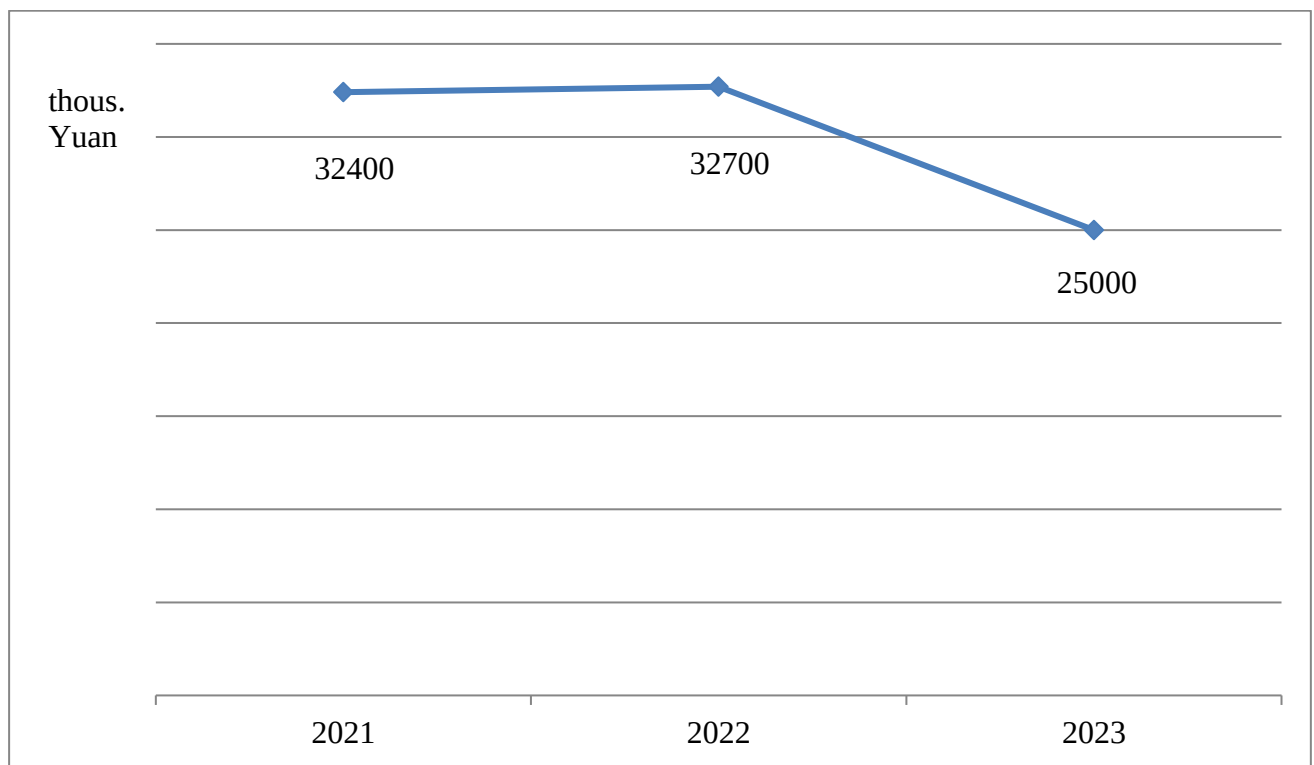


Figure 2.2 - The Amount of Liabilities of Jiangshan Media Group

Source: Author's own research

In 2021, the liabilities stood at 32400 thousand Yuan. This amount saw a slight increase in 2022, reaching 32700 thousand Yuan. However, by 2023, the liabilities had decreased significantly to 25000 thousand Yuan.

The overall trend from 2021 to 2023 shows a net decrease of 7,400 thousand Yuan in liabilities, reflecting an improvement in the financial position of Jiangshan Media Group. This reduction in liabilities suggests a potential strengthening of the organization's balance sheet and a more secure financial standing.

Assessing financial results, particularly advertising profit, is essential for understanding a public institution's revenue generation capabilities and overall financial performance. Advertising profit is a crucial indicator of the effectiveness of an organization's marketing strategies and its ability to attract and retain advertisers. The data presented in figure 2.3 will be analyzed to understand the trends and changes in the advertising profit of Jiangshan Media Group.

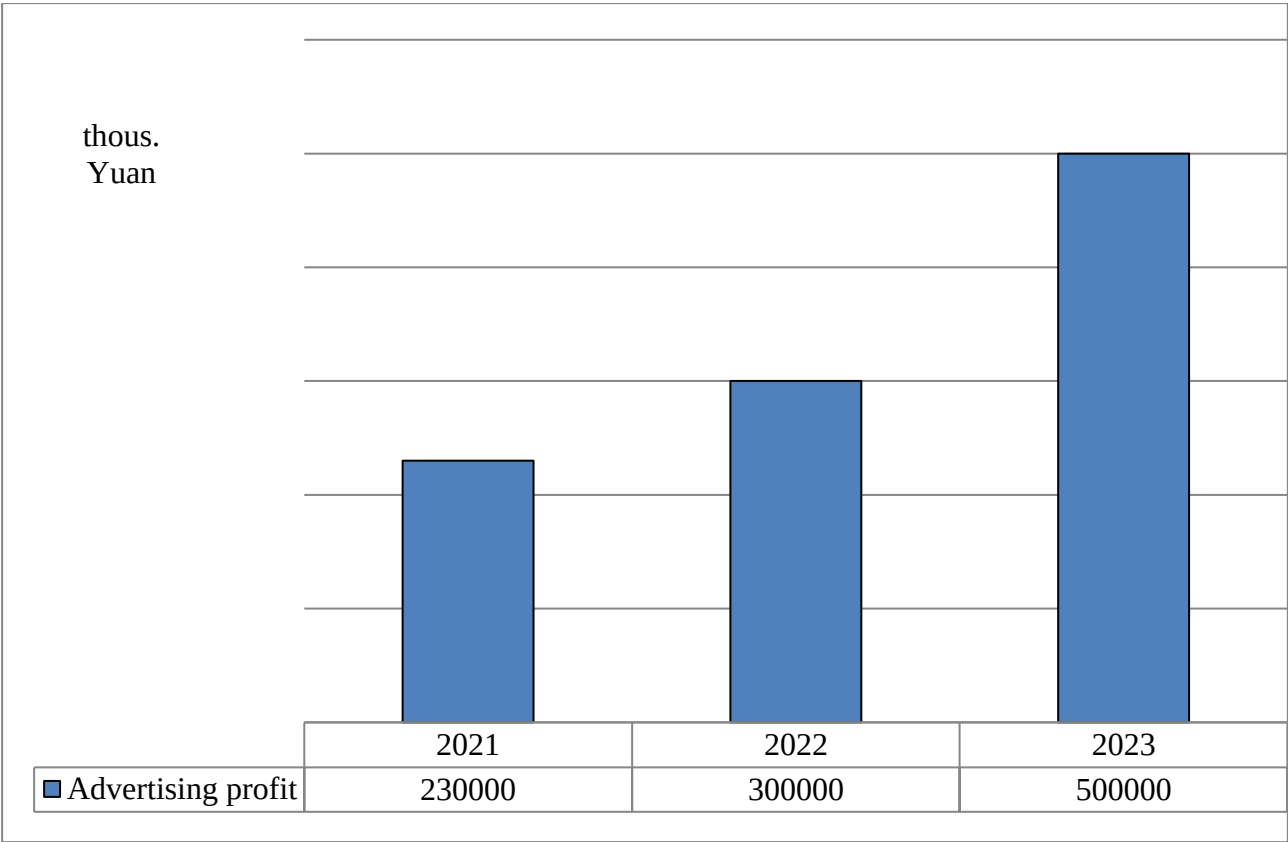


Figure 2.3 - The Amount of Financial Results of Jiangshan Media Group

Source: Author's own research

In 2021, the advertising profit was 230000 thousand Yuan. This figure increased significantly in 2022, reaching 300000 thousand Yuan. The growth continued in 2023, with the advertising profit surging to 500000 thousand Yuan.

The overall trend from 2021 to 2023 shows a net increase of 270000 thousand Yuan in advertising profit, reflecting a robust and upward financial trajectory. The consistent increase in advertising profit over these years suggests effective marketing strategies, enhanced audience engagement, and a strong appeal to advertisers.

Evaluating profitability metrics provide insights into how effectively a public institution is generating profit relative to its revenue, assets, and operations. By analyzing the profitability metrics of Jiangshan Media Group, as presented in table 2.2, we can gain a clearer picture of its financial health and performance trends.

Table 2.2 - Profitability Metrics of Jiangshan Media Group, %

Indexes	2021	2022	2023	Deviation 2023-2021, +/-
Gross Profit Margin	14.1	10.2	13.4	-0.7
Return on Assets	84.1	71.5	68.5	-15.6
Net Profit Margin	13.9	10	13.2	-0.7
Operating Profit Margin	13.5	9.7	12.8	-0.7

Source: Author's own research

The Gross Profit Margin shows a slight decline over the period. In 2021, it was 14.1%, which decreased to 10.2% in 2022. By 2023, it slightly recovered to 13.4%. This represents a net decrease of 0.7 percentage points from 2021 to 2023, indicating a slight reduction in profitability from sales. Return on Assets (ROA) experienced a more pronounced decline. In 2021, ROA was 84.1%, but it dropped to 71.5% in 2022 and further to 68.5% in 2023. This shows a significant reduction of 15.6 percentage points over the three years, suggesting a decrease in the efficiency with which the organization utilized its assets to generate profit.

The Net Profit Margin followed a similar pattern to the Gross Profit Margin. It was 13.9% in 2021, decreased to 10% in 2022, and then increased to 13.2% in 2023. This indicates a slight net decrease of 0.7 percentage points from 2021 to 2023, reflecting a marginal reduction in net profitability relative to total revenue. The Operating Profit Margin also showed a slight decline over the period. Starting at 13.5%

in 2021, it decreased to 9.7% in 2022, before rising to 12.8% in 2023. This results in a net decrease of 0.7 percentage points from 2021 to 2023, indicating a small reduction in the organization's operating efficiency and profitability from its core business operations.

In summary, the significant decline in Return on Assets suggests that optimizing asset utilization could be a key area for improvement.

Evaluating solvency metrics provide insights into liquidity, financial stability, and overall financial health. By analyzing the solvency metrics of Jiangshan Media Group, as presented in table 2.3, we can assess the public institution's financial resilience and capacity to manage debt.

Table 2.3 - Solvency Metrics of Jiangshan Media Group

Indexes	2021	2022	2023	Deviation 2023-2021, +/-
Current Assets, thous. Yuan	13950	23620	16640	2690
Current Liabilities, thous. Yuan	5724	6851	5477	-247
Current Ratio	2.4	3.4	3	0.6
Quick Assets, thous. Yuan	12650	12320	15680	3030
Quick Ratio	2.2	1.8	2.9	0.7
Shareholders' Equity, thous. Yuan	32436	38819	31033	-1403
Debt Ratio, %	15	15	15	-
Debt to Equity Ratio	0.2	0.2	0.2	0

Source: Author's own research

In 2021, Current Assets were 13950 thousand Yuan, which rose to 23620 thousand Yuan in 2022, and then decreased slightly to 16640 thousand Yuan in 2023. This represents a net increase of 2690 thousand Yuan from 2021 to 2023, indicating an overall improvement in liquidity. Current Liabilities showed slight fluctuations, starting at 5724 thousand Yuan in 2021, increasing to 6851 thousand Yuan in 2022, and then decreasing to 5477 thousand Yuan in 2023. This results in a net decrease of 247 thousand Yuan over the three years, suggesting a reduction in short-term financial obligations. Quick Assets, which exclude inventory from current assets, also increased. They were 12650 thousand Yuan in 2021, slightly decreased to 12320 thousand Yuan in 2022, and then rose to 15680 thousand Yuan in 2023. This results in a net increase of

3030 thousand Yuan, further indicating improved liquidity. Shareholders' Equity, which represents the residual interest in the assets of the entity after deducting liabilities, increased from 32436 thousand Yuan in 2021 to 38819 thousand Yuan in 2022, but decreased to 31033 thousand Yuan in 2023. This represents a net decrease of 1403 thousand Yuan, suggesting some reduction in equity over the period.

The Current Ratio, which measures the ability to cover short-term liabilities with short-term assets, improved from 2.4 in 2021 to 3.4 in 2022, before settling at 3.0 in 2023. This shows a net increase of 0.6, indicating enhanced short-term liquidity and financial stability. The Quick Ratio, which measures the ability to meet short-term obligations without relying on inventory, showed improvement from 2.2 in 2021 to 2.9 in 2023, despite a dip to 1.8 in 2022. This indicates a net increase of 0.7, reflecting stronger liquidity. The Debt Ratio, which indicates the proportion of assets financed by debt, remained constant at 15% throughout the three years, indicating stable leverage. The Debt to Equity Ratio, which measures the relative proportion of shareholders' equity and debt used to finance the company's assets, also remained constant at 0.2 over the three years, indicating stable financial leverage.

In summary, the analysis of table 2.3 reveals that Jiangshan Media Group has shown improvements in its solvency metrics over the three-year period, with increased liquidity and stable leverage. Despite a reduction in shareholders' equity in 2023, the overall financial health of the organization appears to be strong, with effective management of short-term and long-term financial obligations.

Understanding the competitive landscape is crucial for any organization to strategize and position itself effectively in the market. The main competitors of Jiangshan Media Group provide insights into the regional media industry and help identify potential areas for growth and improvement. table 2.4 lists the primary competitors of Jiangshan Media Group, including their names and locations.

Longyou County Radio and Television Station is located on Wensan Road in Longyou County, Quzhou City. This competitor is likely a significant player in the local media market, offering radio and television services to the community. Changshan

Media Group operates from the Radio and Television Building on Wenfeng East Road in Changshan County, Quzhou City, Zhejiang Province.

Table 2.4 - Main competitors of Jiangshan Media Group

Name	Location
Longyou County Radio and Television Station	Wensan Road, Longyou County, Quzhou City
Changshan Media Group	F1, Radio and Television Building, No. 1, Wenfeng East Road, Changshan County, Quzhou City, Zhejiang Province
Kaihua County Radio and Television Station	No. 2 Jiangbin North Road, Kaihua County, Quzhou City, Zhejiang Province

Source: Author's own research

As a media group, it may have a broader range of services and a more extensive reach compared to other competitors. Kaihua County Radio and Television Station is situated on Jiangbin North Road in Kaihua County, Quzhou City, Zhejiang Province. This station also serves the local community with radio and television broadcasts, contributing to the competitive media landscape.

The comprehensive analysis of Jiangshan Media Group's financial and operational performance from 2021 to 2023 reveals significant insights into its overall health and strategic positioning. The organization has demonstrated improvements in its financial stability, particularly through effective management of liabilities and enhancement of liquidity. Despite facing some challenges in profitability and asset utilization, the Center's strategic efforts have led to notable achievements in financial management and operational efficiency.

2.2 Analysis of the Dynamics, Composition and Structure of Staff in the Public Institution

Examining the dynamics, composition, and structure of staff within Jiangshan Media Group is essential for understanding its human resource management and organizational effectiveness. This analysis provides insights into workforce trends, demographic characteristics, and the organizational hierarchy, highlighting areas of

strength and opportunities for improvement. By analyzing these aspects, we can better comprehend how the Center's staffing strategies align with its goals and contribute to its overall performance and adaptability in the competitive media landscape.

Evaluating the dynamics of staff numbers helps in identifying trends in staffing, assessing the stability of employment, and making informed decisions about workforce planning and management. The following analysis is based on the data presented in table 2.4, which details the amount and specific weight of on-staff and off-staff personnel at Jiangshan Media Group.

Table 2.4 - Dynamics of Staff's Amount in Jiangshan Media Group

Type of Staff	2021		2022		2023		Deviation 2023-2021, +/-
	Amount, people	Specific weight, %	Amount, people	Specific weight, %	Amount, people	Specific weight, %	
On-Staff Personnel	119	75.3	119	76.3	122	75.8	3
Off-Staff Personnel	39	24.7	37	23.7	39	24.2	-
Total	158	100	156	100	161	100	3

Source: Author's own research

Table 2.4 reveals that in 2021, the total number of staff was 158, with 119 on-staff personnel accounting for 75.3% and 39 off-staff personnel making up 24.7%. In 2022, the total staff slightly decreased to 156, with on-staff personnel remaining constant at 119, representing 76.3% of the total, while off-staff personnel decreased to 37, accounting for 23.7%. By 2023, the total number of staff increased to 161, with on-staff personnel rising to 122, making up 75.8% of the total, and off-staff personnel returning to 39, representing 24.2%. The overall deviation in total staff from 2021 to 2023 is an increase of 3 people.

These changes highlight the Center's slight increase in overall staff numbers, with a consistent emphasis on maintaining a stable core of on-staff personnel. The minor fluctuations in the specific weights suggest that while there was a slight shift in the distribution between on-staff and off-staff personnel, the overall composition remained relatively stable. The data indicates that the Center has managed to balance its staffing

needs effectively over the three-year period, adapting to changes while maintaining a steady workforce.

Evaluating the distribution of staff by gender provides insights into the gender composition over time, helping to identify trends and areas for improvement in gender representation. The following analysis is based on the data presented in table 2.5, which details the distribution of men and women at Jiangshan Media Group.

Table 2.5 - Distribution of staff by gender in Jiangshan Media Group

Type of Staff	2021		2022		2023		Deviation 2023-2021, +/-
	Amount, people	Specific weight, %	Amount, people	Specific weight, %	Amount, people	Specific weight, %	
Men	94	59.5	93	59.6	95	59	1
Women	64	40.5	63	40.4	66	41	2

Source: Author's own research

Table 2.5 presents that in 2021, the total number of men was 94, accounting for 59.5% of the workforce, while women comprised 64 staff members, making up 40.5%. In 2022, the number of men slightly decreased to 93, representing 59.6% of the total staff, and the number of women also decreased to 63, constituting 40.4%. By 2023, the number of men increased to 95, making up 59% of the workforce, while the number of women increased to 66, representing 41%.

The overall deviation in the number of men from 2021 to 2023 is an increase of 1, while the number of women increased by 2 during the same period.

Overall, the data suggests that Jiangshan Media Group has managed to sustain a steady gender distribution, with a marginal increase in the proportion of women. This trend is a positive indicator of the Center's efforts towards achieving gender balance and promoting diversity within its workforce.

The analysis of age distribution of staff provides insights into the demographic composition of the workforce, which can inform strategies for training, retention, and recruitment. The following analysis is based on the data presented in figure 2.4, which details the age distribution of staff at Jiangshan Media Group.

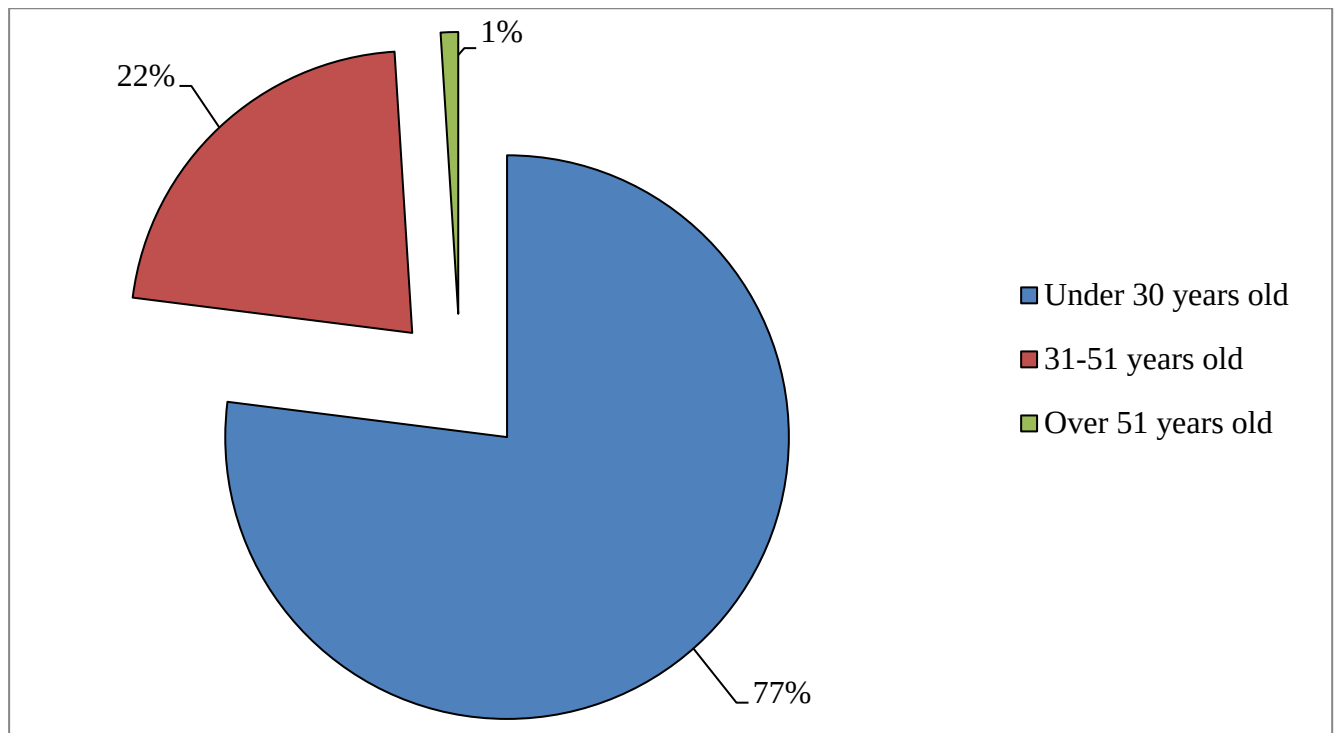


Figure 2.4 - Age distribution of Staff at Jiangshan Media Group

Source: Author's own research

Figure 2.4 illustrates that the majority of the staff, 77%, are less than 30 years old. This indicates a predominantly young workforce, which can be beneficial for the organization in terms of energy, innovation, and adaptability. However, it also highlights the need for effective training and development programs to harness and direct this youthful potential.

Staff aged between 31 and 51 years old make up 22% of the workforce. This age group typically represents experienced professionals who can provide valuable expertise and stability to the public institution. Their presence is crucial for mentoring younger employees and ensuring continuity in operations and knowledge transfer.

A small proportion of the staff, 1%, is over 51 years old. This demographic can offer significant experience and institutional knowledge, although their small percentage suggests that the public institution may face challenges related to succession planning and retaining critical knowledge as these staff members approach retirement.

Overall, this age distribution supports a strategy focused on fostering a culture of continuous improvement and preparing for future leadership transitions.

Assessing the educational background of staff provides insights into the educational composition of the workforce, which can inform strategies for recruitment, training, and development. The following analysis is based on the data presented in figure 2.5, which details the educational background of staff at Jiangshan Media Group.

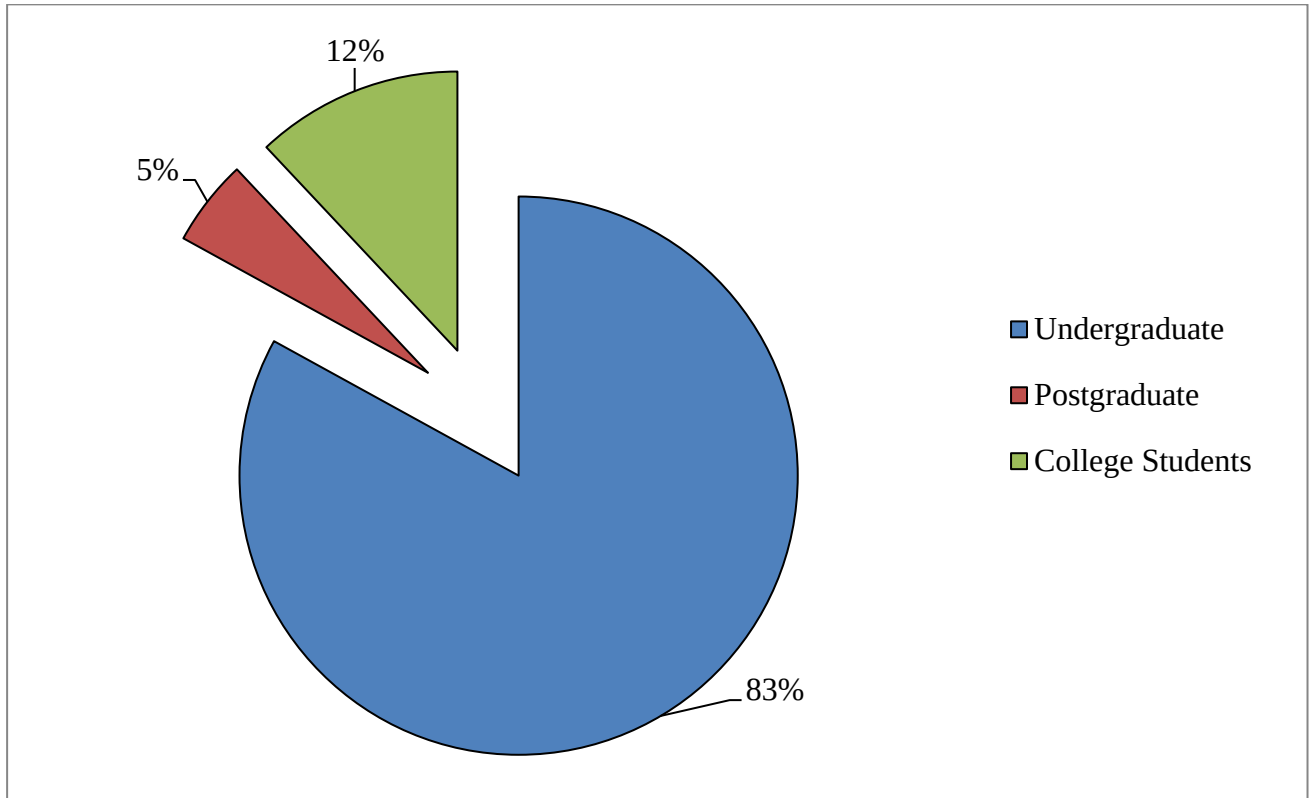


Figure 2.5 - Educational Background of Staff at Jiangshan Media Group

Source: Author's own research

Figure 2.5 illustrates that a significant majority, 83%, of the staff hold undergraduate degrees. This high percentage indicates that the workforce is well-educated, with a solid foundation of academic knowledge that can contribute to the organization's success. Staff with postgraduate degrees makes up 5% of the workforce. Although this is a smaller proportion, it represents an important segment of the staff with advanced specialized knowledge and expertise. College students comprise 12% of the workforce, indicating that the organization also engages with individuals who are still in the process of completing their education. This group represents a pool of

emerging talent that can be nurtured and developed into future leaders within the public institution.

Overall, the educational background of the staff at Jiangshan Media Group supports a strategy focused on leveraging academic qualifications to enhance organizational performance. This diverse educational composition enables the Groupe to benefit from a mix of solid academic foundations, advanced expertise, and fresh perspectives, contributing to its overall success and adaptability in the dynamic media landscape.

Analyzing the professional distribution of staff provides insights into the professional backgrounds of employees, which can inform strategies for team composition, project assignments, and professional development. The following analysis is based on the data presented in figure 2.6, which details the professional distribution of staff at Jiangshan Media Group.

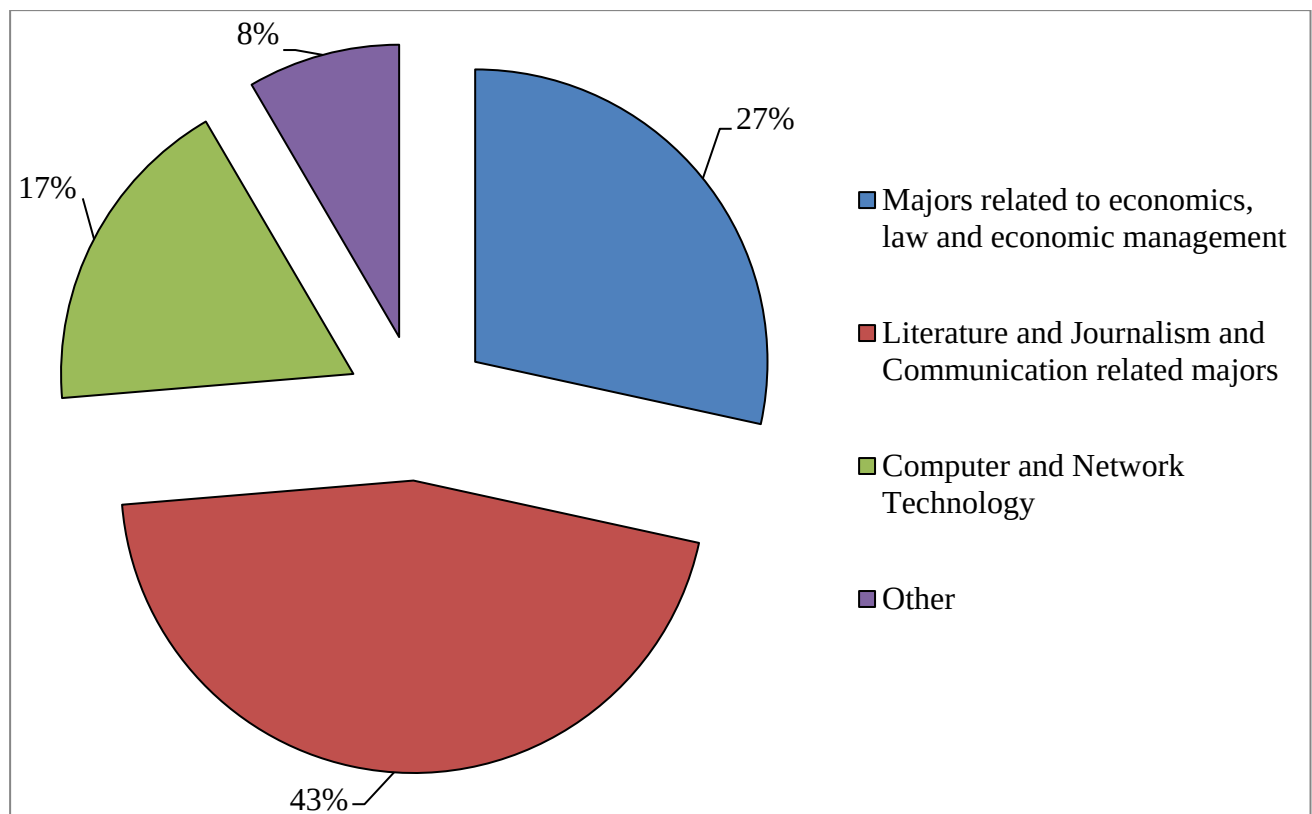


Figure 2.6 - Professional Distribution of Staff at Jiangshan Media Group

Source: Author's own research

Figure 2.6 illustrates that the largest proportion, 43%, of the staff have majors related to literature, journalism, and communication. This significant percentage reflects the core focus of the public institution on media and communication, ensuring that a substantial portion of the workforce possesses relevant expertise in these fields. Staff with majors related to economics, law, and economic management makes up 27% of the workforce. This group provides essential skills in financial management, legal compliance, and economic analysis, which are crucial for the strategic and operational aspects of the public institution.

Computer and network technology professionals constitute 17% of the staff. This segment is vital for maintaining and advancing the organization's technological infrastructure, supporting digital transformation initiatives, and ensuring efficient IT operations. The remaining 8% of the staff come from other various majors. This diverse group brings a range of additional skills and perspectives that can enhance creativity, problem-solving, and innovation within the public institution.

Overall, the professional distribution of the staff at Jiangshan Media Group supports a strategy that leverages specialized knowledge in media and communication, complemented by strong competencies in economics, law, and technology. This diverse professional composition enables the Groupe to address various operational needs effectively and to adapt to the evolving demands of the media industry.

Analyzing the dynamics of wages is essential for understanding the financial well-being of staff and the public institution's compensation strategy. The following analysis presented in table 2.6, which details the dynamics of wages for on-staff and off-staff personnel at Jiangshan Media Group.

Table 2.6 - Dynamics of Wages of Staff at Jiangshan Media Group, Yuan

Type of Staff	2021	2022	2023	Deviation 2023-2021, +/-
On-Staff Personnel	18200	19100	20000	1800
Off-Staff Personnel	5500	5700	6000	500

Source: Author's own research

Table 2.6 presents that in 2021; the average wage for on-staff personnel was 18200 Yuan. This amount increased to 19100 Yuan in 2022 and further to 20000 Yuan in 2023, marking an overall increase of 1800 Yuan over the three-year period. Off-staff personnel, although receiving lower wages compared to on-staff personnel, also saw an increase in their compensation. In 2021, the average wage for off-staff personnel was 5500 Yuan. This increased to 5700 Yuan in 2022, and then to 6000 Yuan in 2023, resulting in an overall increase of 500 Yuan over the three years. The percentage increase for on-staff personnel from 2021 to 2023 is approximately 9.89%, while off-staff personnel saw a percentage increase of about 9.09%.

Overall, the wage dynamics at Jiangshan Media Group reflect a positive trend in employee compensation, ensuring that both on-staff and off-staff personnel benefit from wage increases. This strategy is likely to enhance employee satisfaction, motivation, and retention, contributing to the overall stability and productivity of the organization.

Analyzing efficiency metrics provide insights into workforce stability, wage growth, staff expansion, and absenteeism, which are key indicators of organizational health and employee satisfaction. The following analysis is based on the data presented in Table 2.7, which details the efficiency metrics for the staff of Jiangshan Media Group.

Table 2.7 - Efficiency Metrics for the Staff of Jiangshan Media Group

Indexes	2021	2022	2023	Deviation 2023-2021, +/-
Staff Turnover Rate	1.2	1.3	3.2	2
Wage Growth Rate On-Staff	4.8	5	4.7	-0.1
Wage Growth Rate Off-Staff	3.5	3.7	5.3	1.8
Staff Growth Rate	-1.2	-1.3	3.2	4.4
Absenteeism Rate	2.5	2.3	2	-0.5

Source: Author's own research

Table 2.7 presents that the staff turnover rate shows a noticeable increase from 1.2% in 2021 to 3.2% in 2023, with a deviation of 2 percentage points over the period. The wage growth rate for on-staff personnel remained relatively stable, with a slight decrease from 4.8% in 2021 to 4.7% in 2023. The minimal deviation of -0.1 percentage

points suggests consistency in wage increases for on-staff personnel. In contrast, the wage growth rate for off-staff personnel increased significantly from 3.5% in 2021 to 5.3% in 2023, with a deviation of 1.8 percentage points.

The staff growth rate experienced fluctuations, with a decline of -1.2% in 2021 and -1.3% in 2022, followed by a substantial increase to 3.2% in 2023. The overall deviation of 4.4 percentage points reflects a dynamic change in staff numbers. The absenteeism rate showed a decreasing trend, dropping from 2.5% in 2021 to 2% in 2023, with a deviation of -0.5 percentage points. This reduction in absenteeism indicates improvements in employee attendance, which can be attributed to enhanced employee engagement, job satisfaction, or effective health and wellness programs.

Overall, the efficiency metrics for Jiangshan Media Group highlight key trends and areas for improvement. The increase in staff turnover rate suggests a need for stronger retention strategies, while the consistent wage growth rates indicate a commitment to fair compensation. The positive shift in staff growth rate and the reduction in absenteeism rate are encouraging signs of organizational health and employee satisfaction.

The examination of staff dynamics, composition, and efficiency at Jiangshan Media Group provides critical insights into the organization's human resource management and operational efficacy. The findings indicate a stable workforce with a balanced gender distribution and a predominantly young demographic, conducive to fostering innovation and adaptability. Overall, the efficiency metrics emphasize the organization's dedication to equitable compensation, workforce stability, and ongoing enhancement, thereby equipping it to effectively navigate the challenges within the competitive media landscape.

2.3 Problems in Performance Management and Performance Appraisal of Staff in the Public Institution

According to the 47th «Statistical Report on the Development of China's Internet» by the CNNIC, as of December 2020, China had 98.9 billion Internet users,

with a penetration rate of 70.4%, primarily comprising mobile phone netizens with increasing app usage. The advancement of technologies such as 5G and cloud computing has driven the development of mobile media, necessitating innovation and integration by traditional mainstream media to maintain their leadership in public opinion. The «Guiding Opinions on Promoting the Deep Integration of Traditional Mainstream Media,» released in 2020, outlines goals for the «14th Five-Year Plan» to develop new mainstream media leveraging advanced technologies like 5G, VR, and AI. These initiatives aim to enhance media competitiveness, foster high-quality news products, and promote management and talent innovation [13].

To align with national policies and meet contemporary needs, Jiangshan Media Group has proactively pursued media integration in accordance with the provincial media integration reform plan. The Center has established strategic goals to accelerate media integration, focusing on three major functional areas: mainstream public opinion, a comprehensive service platform, and a community information hub. These efforts aim to enhance the overall strength of Jiangshan Media Group and establish it as a leading media integration center in the province.

However, a questionnaire survey revealed that nearly 41% of editors and reporters believe that the current performance appraisal system is not aligned with the strategic goals of the media integration center, or are unsure of any such alignment. This indicates a significant disconnect between the performance appraisal system and the strategic objectives of Jiangshan Media Group. The detailed survey results are presented in table 2.8.

Table 2.8 - Survey results on the correlation between the performance appraisal system of the integrated media center and the integrated media development strategy

Survey Question	Survey Options	Number of People	Percentage, %
Do you think the current performance appraisal system has little relevance to the development strategy of media center?	Yes	80	58.8
	No	16	11.8
	Not Sure	41	29.4

Source: Author's own research

The «Integrated Media Evaluation Plan» of Jiangshan Media Group reveals a misalignment between performance appraisal indicators for editors and the center's strategic goals. This misalignment indicates a communication gap in disseminating strategic objectives. The specific problems are:

1. Financial Dimension - the evaluation system neglects economic benefits from the editorial department's new media business.
2. Customer Dimension - user interaction and feedback from new media platforms are not included as performance indicators.
3. Internal Process Dimension - editorial staff are excluded from the news release rating process, limiting their understanding and confidence in evaluations.
4. Learning and Growth Dimension - the system ignores editorial staff's learning outcomes in editing, new media skills, and ideological training, neglecting long-term development and ideological education.

The Jiangshan Media Group's «omnimedia matrix» includes third-party platforms like Weibo and WeChat, requiring minimal investment. However, over 17 million Yuan has been invested in the «central kitchen» system's first phase, with significant ongoing maintenance costs. While hardware deployment is complete, the main challenges now are developing all-media talent and content production amidst financial constraints and declining advertising revenue due to new media competition. To address these issues, the center is expanding its new media market and increasing advertising revenue, which grew from 570000 Yuan in 2021 to over 1 million Yuan in 2023. High-quality content is crucial for attracting audiences and advertisements, so editorial staff contributions to new media advertising revenue should be included in performance appraisals. The center is also increasing revenue from information services and agency operations, initially generating about 400,000 Yuan annually. Integrating these services into the performance appraisal system will encourage the creation of impactful news content and attract commercial media for agency services.

The results of the electronic questionnaire survey, as shown in Table 2.9, indicate that 65.98% of editors believe that assessment indicators on economic benefit contribution should be added, reflecting their acknowledgment of their economic

contributions to the new media business. Failure to include these indicators in the assessment system may result in insufficient incentives, leading to passive behavior among editors and hindering the production of high-quality content. This misalignment with Jiangshan Media Group's strategic goal of promoting in-depth media integration reveals a strategic decoupling in the financial dimension of the editorial department.

Table 2.9 - Evaluation questionnaire survey results for the current performance appraisal index system

Survey Question	Survey Options	Number of People	Percentage, %
Do you think the performance appraisal should consider economic efficiency indicators in addition to quality and quantity of the work?	Yes	90	66
	No	47	34

Source: Author's own research

Customers are crucial for the long-term stability and profitability of media convergence centers. In the era of big data, media centers can accurately identify and cater to user needs, enhancing customer satisfaction and attracting more users. Since the launch of Jiangshan Media Group's news client in 2019, it has seen significant user engagement, with over 340,000 downloads and 110,000 daily active users. Despite this success, the center faces significant market pressure, making user retention and attraction a priority.

Interactive communication is key to improving customer satisfaction, as users seek both information and a better self-consumption experience. The center's current performance evaluation for the editing department fails to account for new media integration tasks, leading to incomplete assessments and insufficient motivation for staff.

Furthermore, a survey revealed that 64.7% of editors and reporters find it unreasonable to judge news impact solely based on the number of readings and clicks. This focus may lead to a decline in content quality and professional ethics. Thus, the center needs to incorporate user interaction indicators, such as feedback and engagement on platforms like Weibo and WeChat, to evaluate new media content influence more accurately. Overall, a comprehensive performance appraisal system that

includes interaction metrics is essential for aligning employee performance with the center's strategic goals.

Table 2.10 - Evaluation survey results of the impact indicators of integrated media content

Survey Question	Survey Options	Number of People	Percentage, %
Do you think it is reasonable to measure the «Influence Index» of new media content by the number of readers and clicks?	Yes	49	35.3
	No	88	64.7

Source: Author's own research

Currently, most reporters and editors at Jiangshan Media Group are former staff members of newspapers, TV stations, and communication groups. These individuals were primarily responsible for traditional news collection, editing, and publication, limiting their understanding of new media content production and the «central kitchen» model's processes. Additionally, newly hired graduates lack solid traditional professional skills and familiarity with practical news processes, making it difficult for them to meet new media content production requirements fully. To address this, the center frequently organizes training and education programs, including business lectures by industry experts and collaborations with universities for off-the-job training courses. Despite these efforts, training effectiveness is often unsatisfactory. Interviews revealed that the performance appraisal system focuses solely on the quality and quantity of manuscripts, neglecting the results of skills and political theory training. This lack of feedback and reward discourages employee initiative in training, leading to poor training outcomes.

Table 2.11 - Survey results on whether the performance appraisal plan motivates employees to actively learn

Survey Question	Survey Options	Number of People	Percentage, %
Do you think the media integration appraisal plan can better motivate employees to actively learn professional skills?	Yes	73	52.9
	No	64	47.1

Source: Author's own research

A questionnaire survey showed that nearly 53% of editors and reporters believe the current media evaluation plan fails to motivate employees to actively learn professional skills, indicating the need for a more scientific and reasonable performance appraisal plan.

Table 2.12 shows that 88.2% of the editorial staff believes performance appraisals should include indicators related to skill learning and training. Incorporating these assessments into the appraisal system is essential for enhancing motivation and promoting the long-term development of the integrated media center.

Table 2.12 - Questionnaire survey results on whether to add relevant indicators of employee skill learning and training

Survey Question	Survey Options	Number of People	Percentage, %
Do you think performance appraisal indicators should include business skills training, personal study and progress, and other indicators related to employee growth?	Yes	121	88.2
	No	16	11.8

Source: Author's own research

With the rapid development of new media, public opinion has become more spontaneous, anonymous, and difficult to control. Jiangshan Media Group, as a voice for the Party and the people, must adhere to its role in guiding political orientation and public opinion, ensuring that news is accurate and conveys mainstream values. The Center should evaluate its editorial staff not only on the quantity and quality of their work but also on the social impact and responsibility of their news. A survey (table 2.13) shows that over 58% of editors recognize the importance of social benefits in their work, while 42% do not, indicating a need for greater emphasis on the social responsibilities of mainstream media. Focusing on these aspects in performance evaluations is crucial to maintaining the ideological and political integrity of the news.

Table 2.13 - Questionnaire survey results on the evaluation of the importance of news social benefits

Survey Question	Survey Options	Number of People	Percentage, %
Do you think the social benefits of news articles published by media integration journalists are important?	Very Important	24	17.7
	Fairly Important	56	41.2
	Not Important	57	41.1

Source: Author's own research

The assessment process at Jiangshan Media Group lacks effective feedback, undermining the purpose of performance evaluations. The primary goal of performance assessment is to motivate employees by evaluating their work performance. Management should provide timely feedback, analyze results with employees, and help them improve their work capabilities, addressing weaknesses and enhancing strengths. Employees should be rewarded for good performance and penalized for poor performance to maintain a balanced reward system.

Table 2.14 - Questionnaire survey results on feedback on performance appraisal results

Survey Question	Survey Options	Number of People	Percentage, %
As an appraised individual, can you receive timely feedback on the performance appraisal results from media evaluation department and your superiors?	Timely	56	41.2
	Average	48	35.3
	Very Untimely	8	5.9
	No Feedback Received	25	17.6

Source: Author's own research

As shown in table 2.14, nearly 58% of the editors and reporters believe that timely feedback is not provided by the Media Integration Evaluation Department and management. This lack of feedback prevents the system from being an effective motivational tool. The Media Integration Evaluation Office should enhance its feedback process, enabling employees to understand their goals, identify and correct shortcomings, and improve communication during evaluations to enhance the quality of news editing and reporting.

Table 2.15 - Survey results on the recognition of performance appraisal purpose by editors

Survey Question	Survey Options	Number of People	Percentage, %
What do you think are the main purposes of the performance appraisal for journalists at the media integration center?	Distribution of performance bonuses	121	35.9
	Summary of one`s work results	73	21.7
	Align with unit strategy	46	13.6
	Promotion	40	11.9
	Encourage employees to improve skills	51	15.1
	Not sure	6	1.8

Source: Author's own research

The results of the questionnaire survey, shown in table 2.15, indicate that nearly 88.3% of the editorial staff believes performance appraisal is linked to performance bonuses. The primary purpose of performance appraisal is to evaluate work performance within a specified period and tie the results to employees' actual wages, serving as motivation. A performance appraisal system linked to salary can enhance employees' enthusiasm and dedication. However, if the media center solely associates performance appraisal with bonuses, it may fail to promote the center's development or encourage the publication of high-quality content by the editorial staff.

The Media Assessment Office at Jiangshan Media Group compiles manuscript evaluation results daily and announces them at the pre-editing meeting. Editors can raise objections to the performance appraisal process or results during the meeting for a re-evaluation. Objections rose after the meetings are considered invalid.

Table 2.16 shows that the mechanism for lodging complaints about appraisal results is limited. 47% of editors are unwilling to publicly express objections at the pre-editing meeting, while 53% prefer a non-public way to express their concerns.

Table 2.16 - Questionnaire survey results on the way to reflect objections to performance appraisal results

Survey Question	Survey Options	Number of People	Percentage, %
Do you prefer the feedback on performance appraisal results with objections to be conducted in a «non-public manner» or a «public manner»	Public manner	65	47.4
	Non-public manner	72	52.6

Source: Author's own research

The analysis of Jiangshan Media Group's performance appraisal system highlights areas needing improvement to align with strategic goals. Key issues include the lack of economic benefit indicators, insufficient consideration of user interaction, exclusion of training outcomes, and inadequate feedback mechanisms. Additionally, many staff prefer non-public methods to express appraisal objections, indicating a need for more private feedback channels. Addressing these concerns is essential to develop a more comprehensive and motivating performance appraisal system for the center.

CHAPTER 3

WAYS TO IMPROVE OF THE STAFF EFFICIENCY OF THE PUBLIC
INSTITUTION

3.1 The Performance Appraisal for Improvement of Staff Efficiency of the
Public Institution

Increasing staff productivity in public institutions is an important element in ensuring service quality and productivity of the organization as a whole. Staff performance appraisals play an important role in identifying the strengths and weaknesses of each staff member and targeted efforts to develop the necessary competencies. The introduction of a staff performance appraisal system helps to foster a transparent and fair workplace culture and motivates staff to achieve higher results.

In alignment with the development characteristics of media integration and the business-specific needs of news editors and reporters, the following five design principles for their performance appraisal system have been formulated (table 3.1). These principles aim to address the unique challenges and demands of the media industry, ensuring a fair and effective evaluation process. By tailoring the appraisal system to the specific roles of news editors and reporters, we can better support their professional growth and improve overall organizational performance [22 p. 64].

Table 3.1 - Design Principles of the Performance Appraisal System for News Editors and Reporters of Jiangshan Media Group

Design principles	Characteristics
1	2
The Principle of Alignment with Strategic Goals	The performance appraisal system at Jiangshan Media Group is designed to align with the organization's strategic objectives. This system includes performance indicators and weighting standards tailored to various departments and roles. For news editors and reporters, the indicators are crafted to support the center's strategic goals, ensuring effective goal achievement and promoting corporate objectives.

Continuation of Table 3.1

1	2
The Principle of Openness and Transparency	To ensure acceptance of the performance appraisal system among news editors at Jiangshan Media Group, solicit input from department heads and employees during the initial design. Share the preliminary plan for feedback and conduct a training session upon finalization. Maintain open communication and provide opportunities for employee input throughout the process to ensure transparency and foster trust in the results.
The Principle of Objectivity, Fairness, and Accuracy	The performance appraisal system must use objective, realistic indicators aligned with Jiangshan Media Group's development status, industry standards, and strategic goals. It should comprehensively cover the business scope with clear criteria to ensure accuracy and objectivity, enhancing the system's relevance and effectiveness.
The Principle of Focus and Practicality	Performance indicators should cover the business scope but focus on key metrics. Emphasizing core indicators ensures clarity and avoids diluting their impact. Prioritizing quality over quantity with a few well-defined indicators streamlines data processing, reduces costs, and enhances the appraisal system's practicality and effectiveness
The Principle of Development and Capability Enhancement	The primary objective of a performance appraisal system is to identify employees' strengths and weaknesses to enhance skills and competencies. It should facilitate performance communication, coaching, and result application. Implementing a reasonable incentive mechanism and setting challenging yet attainable goals will promote personal development and achieve corporate strategic goals

Source: Author's own research

Summing up, the implementation of an effective performance evaluation system for editors and journalists of Jiangshan Media Center requires compliance with the principles of consistency with strategic goals, openness, objectivity, focus on key aspects, and promotion of employee development. This will not only ensure a fair and transparent evaluation, but also stimulate the professional growth of employees and the overall success of the organization.

Let's consider the performance evaluation results of the current employee performance evaluation system of Jiangshan Media Group. The analysis was carried out with the help of employee questionnaires, which made it possible to reveal the level of satisfaction with the system, the understanding of specific indicators and evaluation results, the frequency of training events and the consistency of the evaluation system with the strategic goals of the center. The obtained data emphasize the importance of

further improvement of the evaluation system to increase its effectiveness and employee satisfaction.

The evaluation of the effectiveness of the appraisal results of the current appraisal system by employees of Jiangshan Media Group is shown in Figure 3.1.

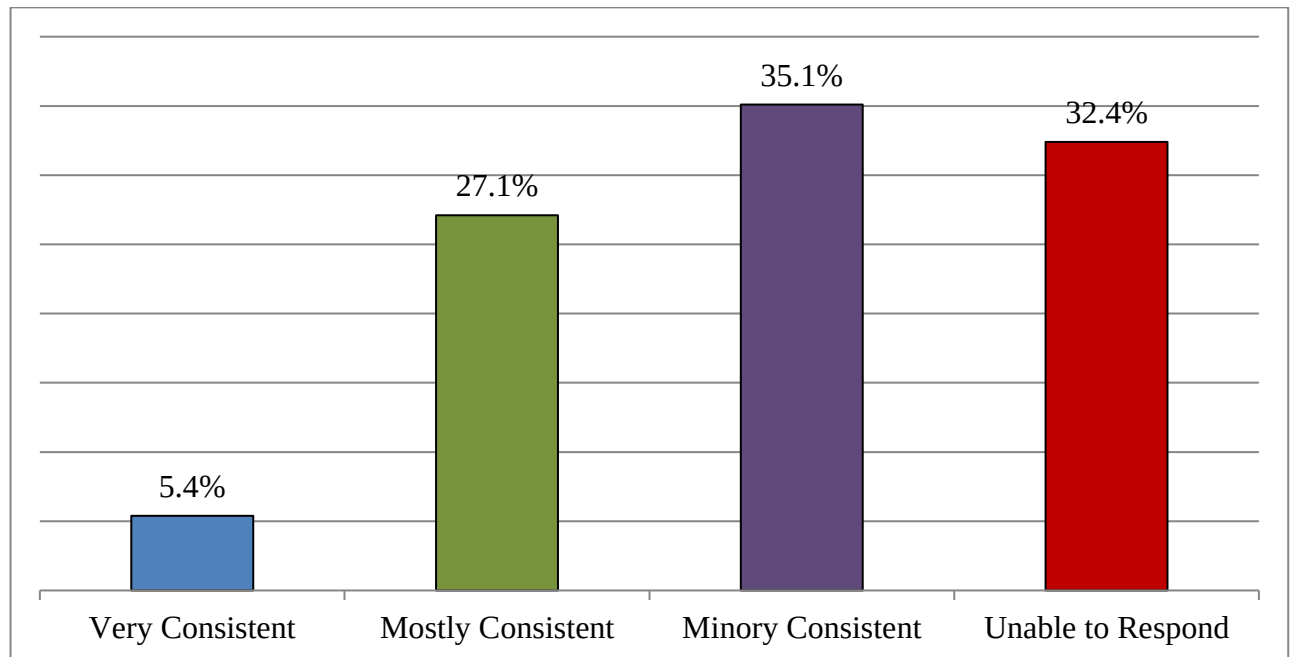


Figure 3.1 - Validity of the Evaluation Results of Employees of Jiangshan Media Group

Source: Author's own research

Only 32.4% of employees believe that the appraisal results are very consistent with actual performance or consistent in most cases, while 67.6% feel that they are inconsistent or only occasionally consistent. This indicates a significant level of skepticism among employees regarding the effectiveness of the appraisal results.

Concerning the satisfaction levels with the current appraisal system at Jiangshan Media Group, only 22.6% (31 employees) reported being very satisfied or relatively satisfied. In contrast, 43.1% expressed dissatisfaction, and 1.5% (2 employees) was very dissatisfied, indicating a general dissatisfaction with the current performance appraisal system. These results are depicted in Figure 3.2.

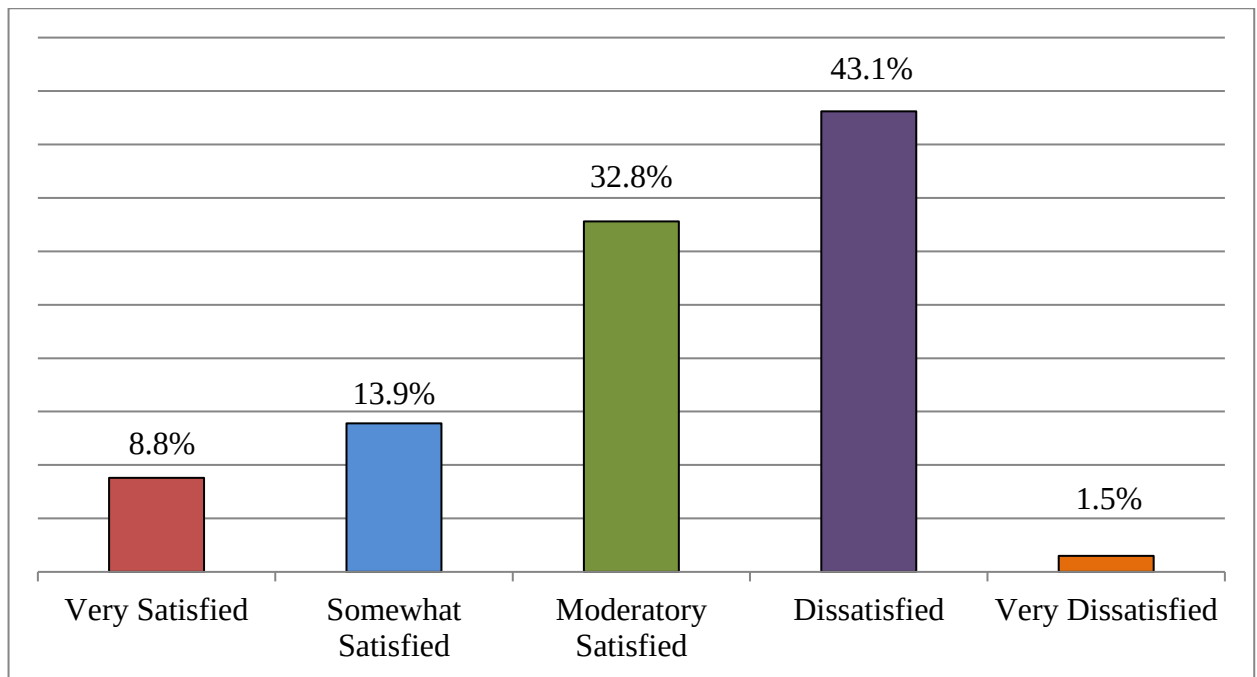


Figure 3.2 - Satisfaction of the Employee Appraisal System of Jiangshan Media Group

Source: Author's own research

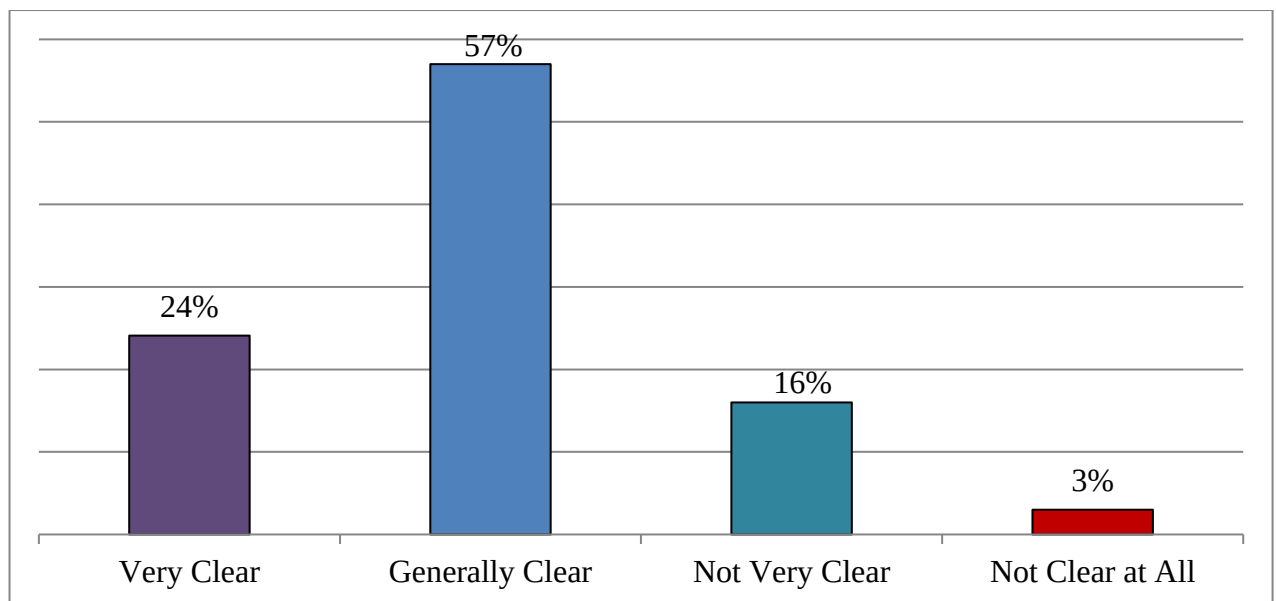


Figure 3.3 - Jiangshan Media Group Staff's Understanding of Assessment Indicators

Source: Author's own research

The questionnaire aimed to assess whether staff at Jiangshan Media Group fully understand the performance appraisal indicators and results. Figures 3.3 and 4.4 show that 19% of respondents were unclear or somewhat unclear about the appraisal indicators, while only 24% (33 employees) were very clear about them. Regarding the

methods for obtaining appraisal results, only 18% (25 employees) received them through public announcements by the Media Integration Center, whereas 82% had no fixed method or obtained results through private inquiries. This indicates a low level of understanding among editors and reporters regarding the current indicator system and appraisal results, which hinders overall performance improvement and impacts the achievement of the center's strategic goals.

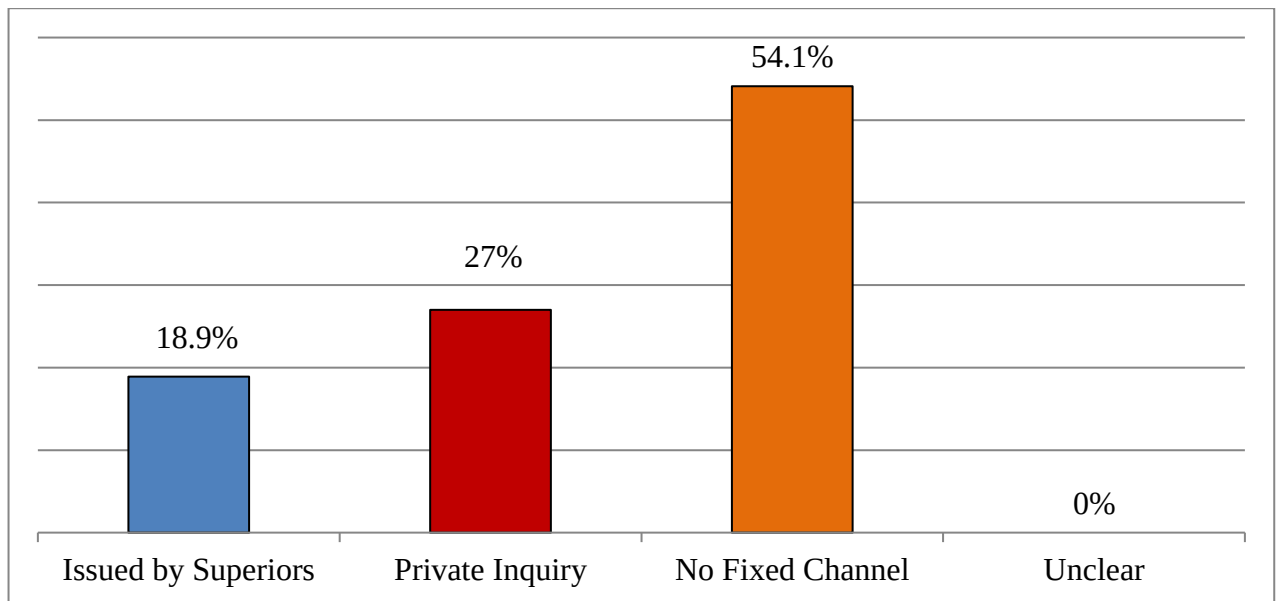


Figure 3.4 - Understanding of the Assessment Results of Jiangshan Media Group Employees

Source: Author's own research

The survey results on training for employees of Jiangshan Media Group regarding performance appraisal rules are shown in Figure 3.5. Only 18.9% reported quarterly training, 21.6% indicated training every six months, and 27.1% had not received any relevant counseling in the past year. This suggests a neglect of training on performance appraisal rules for editorial staff.

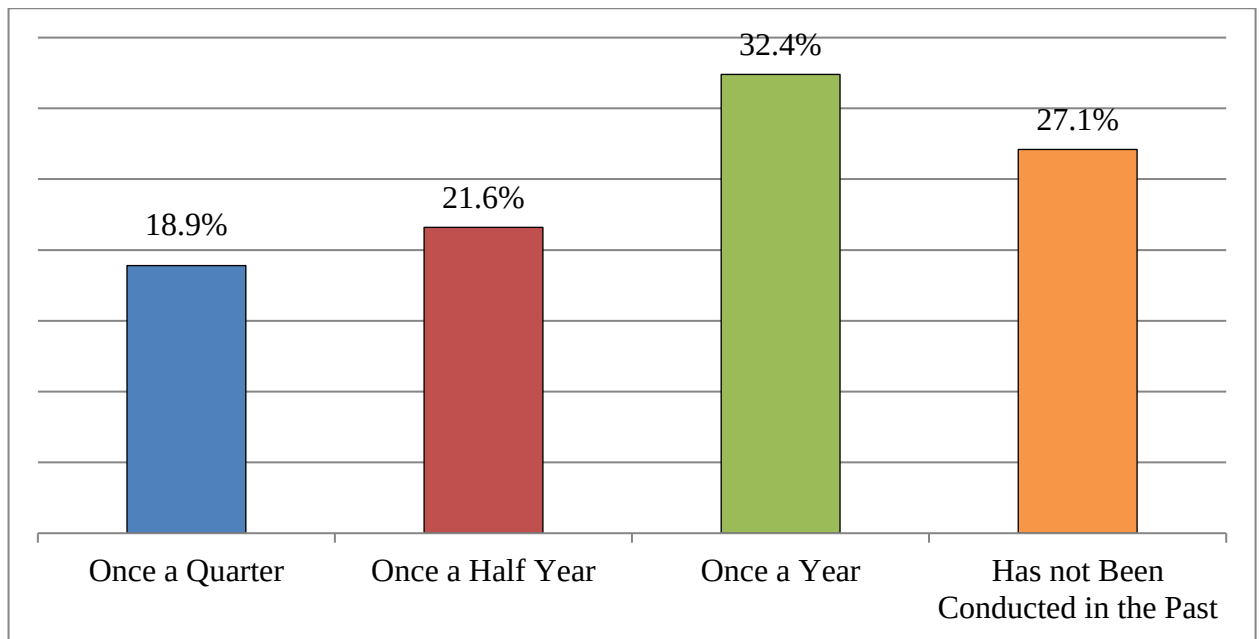


Figure 3.5 - Jiangshan Media Group Employee Performance Appraisal Details
Coaching and Training

Source: Author's own research

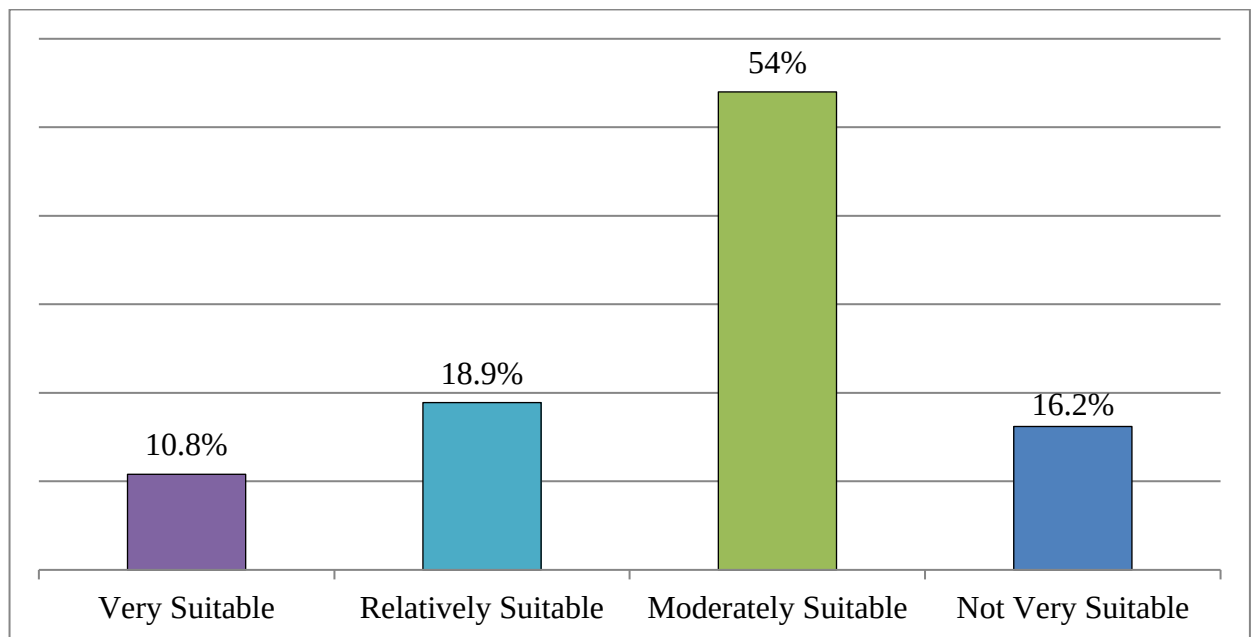


Figure 3.6 - The Degree of Alignment between the Employee Performance Evaluation
Mechanism of Jiangshan Media Group and the Company's Strategic Goals

Source: Author's own research

According to the employees of Jiangshan Media Group, the consistency between the performance appraisal mechanism and the company's strategic goals is depicted in

Figure 3.6. Only 29.7% of editors and reporters believe that the alignment is relatively close, indicating that the current performance appraisal mechanism is not well integrated with the center's strategic goals.

The application of the current performance appraisal in practice by employees of Jiangshan Media Group is shown in Figure 3.7. Only 5.41% of surveyed employees reported that appraisal results were fully applied, 64.86% indicated partial application, and 29.73% said the results were not effectively applied in most cases. This suggests that while most employees understand the application scenarios, they find them insufficient, with a lack of evident incentive effects.

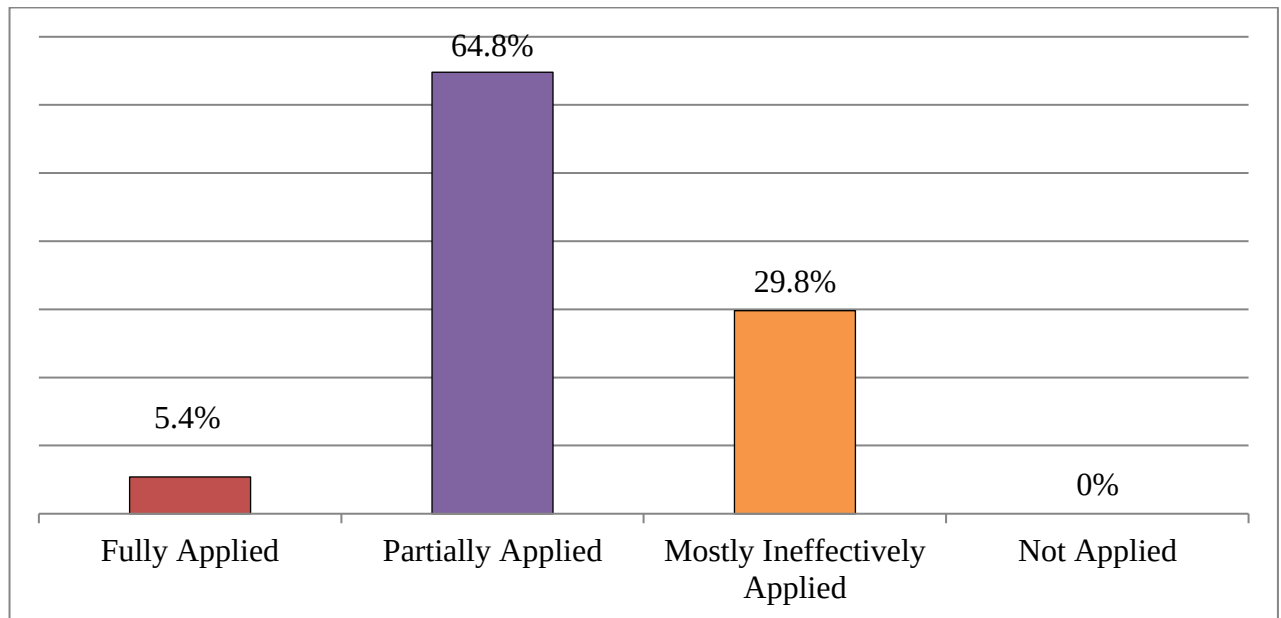


Figure 3.7 - Application of Performance Appraisal Results of Employees at Jiangshan Media Group

Source: Author's own research

To gather statistics on the perceived issues with the current performance appraisal system, particularly those requiring urgent rectification, a survey was conducted among the media center personnel. The results, shown in Figure 3.8, highlight key problems such as low employee participation, lack of internal control in the appraisal process, unrealistic appraisal indicators, and the reliance on a single appraisal subject, leading to high subjectivity in the results.

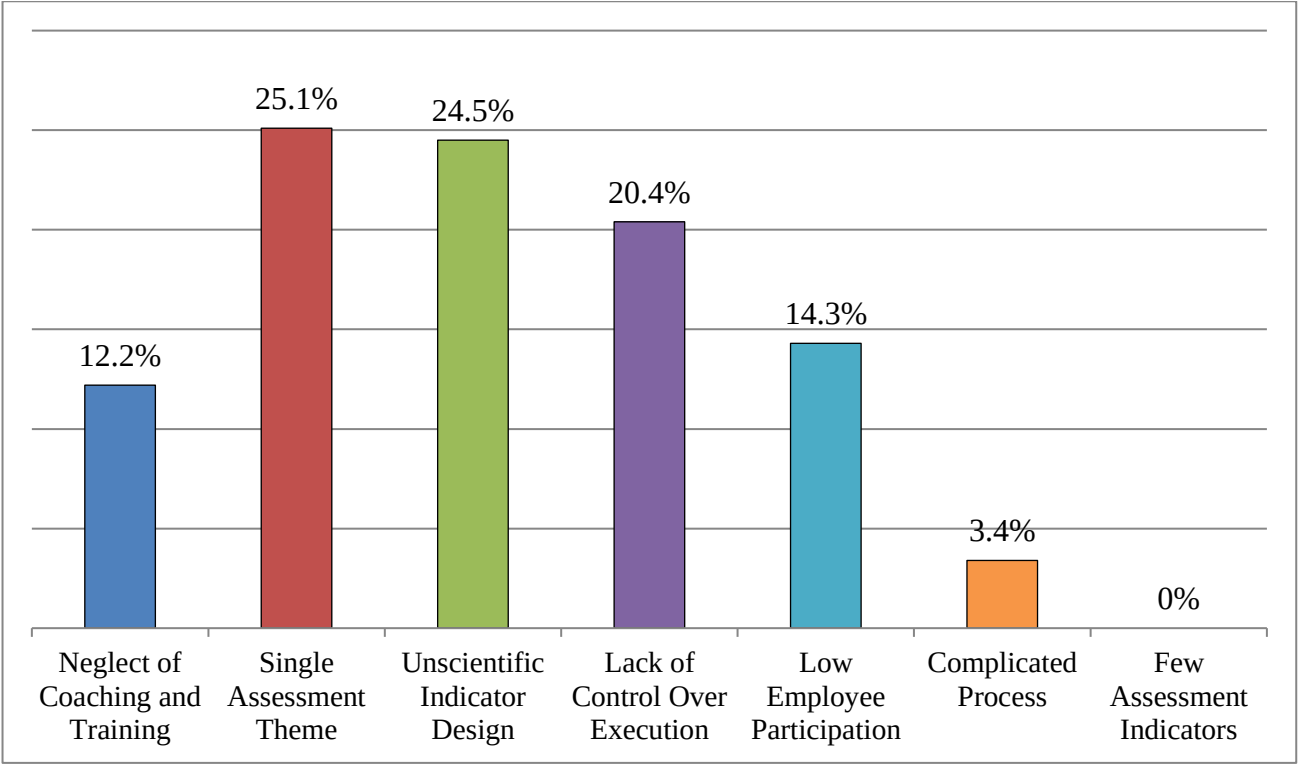


Figure 3.8 - Jiangshan Media Group Employees' Opinions and Suggestions on the Performance Appraisal System and Improvement Directions

Source: Author's own research

Many employees feel the appraisal results do not reflect their actual performance, leading to dissatisfaction. There's also a low understanding of appraisal indicators and results, due to insufficient training and counseling. The current system lacks alignment with the center's strategic goals and practical application of results. Improving transparency, training, and strategic alignment is essential to enhance the appraisal system's effectiveness and support employee growth.

3.2 Optimization Design of the Performance Appraisal System for Staff in the Public Institution

Optimization of the performance appraisal system for staff in public institutions is essential to enhance overall efficiency and service quality. By refining evaluation criteria and aligning them with strategic goals, public institutions can foster a

transparent and motivating work environment that promotes continuous professional development and organizational success.

To align employee performance appraisals with Jiangshan Media Group's strategic goals, macro-level objectives should be broken into specific, operational performance indicators. This ensures employees' contributions are evaluated in line with organizational goals. The KPI and 360-degree performance evaluation methods will assess employees' program production, corporate objective execution, communication, collaboration, and work attitudes [5 p. 255].

Jiangshan Media Group, a key player in northwest media integration, follows the principle of «maintaining integrity and innovation, equal importance to TV and the Internet, driving the large screen with small screens». Their strategic goal is «strengthening the main business and deepening integrated development». After discussions with leadership, six specific strategic goals were identified (table 3.2).

Table 3.2 - Strategic Goals and Business Priorities of the Jiangshan Media Group

Strategic Objectives	Business Focus
Enhance news leadership and promote media integration	Accelerate the promotion of TV, radio, and traditional media's self-operated accounts, advance app development, and integrate new media like «two micro ends».
Accelerate the production of high-quality media integration content	Utilize traditional and new media, innovate news collection and editing, and implement integration reforms to create high-quality media content programs.
Develop a media integration communication ecosystem	Expand webcasts and network radio, establish the YD News app, enhance influence, and build a media integration ecosystem.
Promote the construction of a «media + service» system	Explore cooperation between media integration and government, community, and livelihood services. Continue producing programs like «Viewer My City» and advance the «media + service» system.
Continuously deepen the reform of the media integration operation mechanism	Promote the «Media Center's Central Kitchen» concept, deepen operational reforms, and integrate news production across multiple formats and channels.
Create a new type of media integration talent team	Strengthen training to create a versatile media talent team skilled in reporting, editing, production, broadcasting, and dissemination.

Source: Author's own research

To align the performance appraisal system with Jiangshan Media Group's strategic goals, appraisal indicators must be detailed and quantified based on core business priorities. These indicators form the overall KPIs and are categorized into five groups: publicity influence, content quality, program planning and development, operational status, and learning and growth, as shown in table 3.3.

Table 3.3 - KPI of Jiangshan Media Group

KPI Category	KPI Content	Evaluation Standard
Propaganda Impact	Program viewership	Top three in the province
	New media products (including self-developed apps, «two micro ends», etc.)	Number one in the province
Content Quality	Audience satisfaction	Above 75%
	Number of programs winning national and provincial awards	Ranked first in the province
	Broadcast incident rate	Controlled within 1.5%
Operational Status	Optimize in-depth operation processes according to media integration needs	Optimization rate above 85%
	Fast tracking of news clues	Control rate above 90%
	Control of breaking news timeliness	Control rate above 90%
	Employee training	Training rate 100%
Learning & Growth	Proportion of new media talents	Above 20%
	Talent turnover rate	Controlled within 10%

Source: Author's own research

Based on Jiangshan Media Group's strategic goals, KPIs are set to align with the core business and priorities of news editors. Employees focus on editing, producing, and releasing TV programs and new media products for clients and audiences, enhancing communication authority and program development capabilities. Performance, communication, collaboration, and work attitudes are also key. Thus, the appraisal method combines KPIs and 360-degree evaluations to assess abilities and attitudes. KPIs cover program production efficiency, quality, development, and accident rate.

The Jiangshan Media Group evaluates news editors using five key performance indicator (KPI) categories:

1. Market and Customer Indicators: Assesses program ratings, audience preferences, and market share.

2. Program Production Efficiency Indicators: Evaluates the timeliness, quality, and quantity of program production.

3. Internal Management Indicators: Focuses on employee attendance and management innovation.

4. Learning and Growth Indicators: Measures employee training rates and the conversion of traditional media talents to media convergence standards.

5. Binding Indicators: Assesses broadcast accident rates, employee integrity, and other punitive measures [24 p. 43].

These KPIs are scored as percentages based on specific assessment methods and weighted accordingly, as outlined in the employee KPI indicator library (table 4.3).

Table 3.3 - Key Performance Indicator (KPI) Database for News Editors at Jiangshan Media Group

Indicator Type	Evaluation Indicator	Indicator Content	Description
1	2	3	4
Market and Customer Indicators	Program Viewership Rate	Determined according to TV system viewership statistics	The proportion of the program viewership target to the actual viewership/target viewership
	Market Share of New Media Products	Determined according to the market share/target market share of new media products	The proportion of the market share of new media products to the actual market share/target market share
Program Production Efficiency Indicators	Number of Program Production Tasks Completed	Each completed task counts as 1 point; incomplete tasks are not counted	
	Program Production Cycle	Submit daily programs by 3 PM, weekly programs one week prior, promotional videos as required, and major event videos within 3 hours after broadcast.	Missing deadlines results in a 5-point deduction for daily programs, promotional content, and major event videos.
	Program Quality	1. Incidence of quality issues. 2. Number of quality issues/number of programs broadcasted. 3. Number of programs broadcasted on CCTV successfully.	Incidence rate of quality issues < 10%, 5 points deducted; incidence rate > 10%, 5 points added

Continuation of Table 3.3

1	2	3	4
Internal Management Indicators	Attendance Rate	1. 100% attendance rate during workdays. 2. 100% attendance rate during holidays and special circumstances.	Deduct 1 point for each 1% decrease in attendance rate on workdays
	Media Integration Management Innovation	Propose innovative management suggestions or plans for media integration	Add 5 points for each adopted suggestion or plan
Learning and Growth Indicators	Employee Training Rate	100% participation rate in training sessions	Deduct 1 point for each 1% decrease in training participation rate
	Media Integration Talent Conversion Rate	Employees meeting the media integration talent criteria after completing specified training evaluation count as media integration talents	Add 5 points for each 1% increase in media integration talents
Binding Indicators	Broadcast Incident Rate	Broadcast incident rate less than 1.5%	Deduct 2 points for each 0.1% increase above 1.5%
	Employee Integrity and Professionalism	Employees do not engage in «news extortion», accept gifts or money during interviews, or other violations of professional ethics and discipline	Deduct 6 points for serious violations resulting in suspension or termination. Add 6 points for maintaining integrity.

Source: Author's own research

The Delphi method was used to establish the weights of employee key performance appraisal indicators (KPIs) at Jiangshan Media Group. This involved multiple rounds of feedback and adjustments by experts to ensure accurate weight settings. A working group of 18 experts, including senior management, human resources personnel, department heads, editors, and employees, conducted three rounds of scoring. The Human Resources Department summarized and revised these scores, resulting in the final weight settings. This process ensured the scientific validity and applicability of the KPI weights. The final results are presented in table 3.4.

Table 3.4 - Expert Weight Setting Data of Key Performance Appraisal Indicators (KPI) for News Editors at Jiangshan Media Group, %

No.	Market and Customer Indicators	Program Production Efficiency Indicators	Internal Management Indicators	Learning and Growth Indicators	Compliance Indicators
1	25	30	20	15	10
2	23	34	18	19	6
3	30	40	10	10	10
4	25	35	20	15	5
5	30	30	25	10	5
6	20	25	23	17	15
7	19	28	25	20	8
8	17	34	20	17	12
9	27	35	19	10	9
10	25	30	20	13	12
11	28	30	19	17	6
12	30	35	15	12	8
13	25	30	20	15	10
14	22	30	21	17	10
15	18	25	20	20	17
16	25	28	19	18	10
17	24	30	25	16	5
18	28	25	20	15	12

Source: Author's own research

After summarizing and calculating the expert weight scores in table 3.4, the final weight values for the five key performance appraisal indicator categories for news editors at Jiangshan Media Group – market and customer indicators, program production efficiency indicators, internal management indicators, learning and growth indicators, and binding indicators – are presented in table 3.5.

Table 3.5 - Key Performance Appraisal Indicators (KPI) Weights of News Editors at Jiangshan Media Group, %

Indicator	Market and Customer Indicators	Program Production Efficiency Indicators	Internal Management Indicators	Learning and Growth Indicators	Compliance Indicators
Weight	24	27	21	17	11

Source: Author's own research

The 360-degree performance appraisal at Jiangshan Media Group gathers feedback from superiors, colleagues, customers, and subordinates to provide objective evaluations, enhancing fairness. This method assesses news editors on work ability, work attitude, and teamwork using an anonymous questionnaire:

- Work Ability - assesses job skills such as program production, communication, coordination, and decision-making.
- Work Attitude - evaluates initiative, responsibility, enthusiasm, and sensitivity in task completion, crucial for the center's public opinion role.
- Teamwork - measures cooperation, communication, and negotiation abilities, essential due to the complex nature of news program production [13].

The 360-degree performance appraisal standards for Jiangshan's news editors are detailed in table 3.6, with weights set via the Delphi method. Evaluation weights for different appraisal subjects, including the appraisee, deputy director, editor-in-charge, colleagues, and customers, are presented in table 3.7.

Table 3.6 - 360-degree Performance Evaluation Indicators for News Editors at Jiangshan Media Group

Evaluation Indicator Type	Evaluation Indicator	Evaluation Standard, %
Communication and Coordination Skills	Effectively communicate, coordinate, listen, express opinions clearly, and manage resources to solve problems	9
Planning and Execution Ability	Create and follow detailed work plans to achieve high efficiency and targets	14
Decision-making Ability	Identify and resolve problems promptly	6
Job Skills	Proficiency in professional skills	15
Learning Ability	Actively learn and improve professional skills	8
Responsibility	Fulfill media and social responsibilities by producing high-quality news and media content	13
Proactiveness	Work proactively, seek news clues, respond in real-time, and overcome challenges	10
Discipline	Adhere to discipline, regulations, and maintain integrity	9
Achievement Orientation	Set and achieve high standards and goals	5
Team Cooperation	Collaborate, overcome difficulties, and foster a positive team atmosphere	11

Source: Author's own research

Table 3.7 - Scoring Weights of the Assessment Subject for Employee Performance Assessment Using the 360-degree Performance Assessment Method, %

Assessed Employee Themselves	Deputy Director of the Media Center	Responsible Editor	Colleagues	Customers
15	30	25	20	10

Source: Author's own research

The performance assessment process for news editors and reporters at Jiangshan Media Group involves six steps: formulating a performance plan, communicating and confirming the plan, implementing performance, providing performance coaching and improvements, evaluating performance, and giving feedback and applying the results. This detailed process is outlined in table 3.8.

Table 3.8 - Specific Process of Employee Performance Appraisal Using Key Performance Appraisal Method

Evaluation Process	Evaluation Description	Main Responsible Person
Set Performance Plan	Set production plan, analyze indicators, and determine KPIs and weights with the deputy director and employees	Responsible Editor, Media Center Deputy Director
Plan Communication and Confirmation	Gather feedback, coordinate issues, adjust the plan, and submit for approval	Performance Appraisal Committee
Performance Implementation	Ensure the implementation of the performance plan and KPIs	Responsible Editor
Performance Guidance and Improvement	Monitor progress, provide feedback, and assist employees in overcoming challenges	Responsible Editor, Performance Appraisers
Performance Evaluation	Compile and analyze KPI data, prepare reports, and submit to the appraisal committee	Performance Appraisers, Performance Appraisal Committee
Performance Feedback and Application of Results	Provide feedback, communicate with employees, and use results for salary, promotions, and training	Performance Appraisal Committee, Performance Appraisers, Responsible Editor

Source: Author's own research

The specific process for employee performance appraisal using the 360-degree method is detailed in Table 3.9.

Table 3.9 - Specific Process of Employee Performance Appraisal Using 360-degree Performance Appraisal Method

Evaluation Process	Evaluation Description	Main Responsible Person
Set 360-degree Performance Plan	Set performance plan, determine KPIs and weights	Performance Appraisal Committee
Plan Communication and Confirmation	Gather feedback, adjust plan, and submit for approval	Responsible Editor, Performance Appraisers, Performance Appraisal Committee
Questionnaire Design and Distribution	Design and distribute the evaluation questionnaire	Performance Appraisers
Questionnaire Collection and Data Statistics	Collect questionnaires, analyze data, and compile reports	Performance Appraisers
Performance Evaluation	Conduct analysis and evaluation based on plan and reports	Performance Appraisal Committee
Performance Feedback and Application of Results	Provide feedback, communicate suggestions, and use results for salary, promotions, and training	Performance Appraisal Committee, Performance Appraisers, Responsible Editor

Source: Author's own research

Employee performance appraisal uses a unified percentage system, with quarterly scores based on KPI evaluations. At year-end, these are averaged to obtain annual performance scores. For the 360-degree method, weighted questionnaire results are averaged to determine each employee's annual score. The final annual score combines KPI and 360-degree scores equally. Employees are ranked and divided into grades (A, B, C, D) based on their scores, as detailed in table 3.10.

Table 3.10 - Employee Performance Appraisal Grade Evaluation Score Standard

Evaluation Score (T) Range	Grade	Proportion of This Grade, %
$90 \leq T < 100$	A	10
$75 \leq T < 90$	B	40
$60 \leq T < 75$	C	45
$T < 60$	D	5

Source: Author's own research

Defining clear, detailed, and quantifiable performance indicators aligned with the organization's strategic goals creates a transparent and motivating work environment. The use of KPI and 360-degree evaluation methods provides a comprehensive assessment of employees' abilities, work attitudes, and contributions, fostering their

professional development and achieving corporate objectives. Such approaches enable the organization to effectively allocate resources, stimulate innovation, and maintain high levels of accountability among staff. Additionally, establishing fair and transparent evaluation criteria increases employee satisfaction and engagement, which positively impacts the center's overall productivity and success.

3.3 Implementation Guarantee of the Optimization Plan for the Performance Appraisal System of Staff in the Public Institution

Performance appraisal coaching and feedback are crucial components of the performance appraisal process, helping employees address challenges and improve their performance. This continuous process requires appraisers to provide regular and timely feedback and support.

For the Jiangshan Media Group of You TV Station, the editor-in-charge should focus on (fig.3.9).

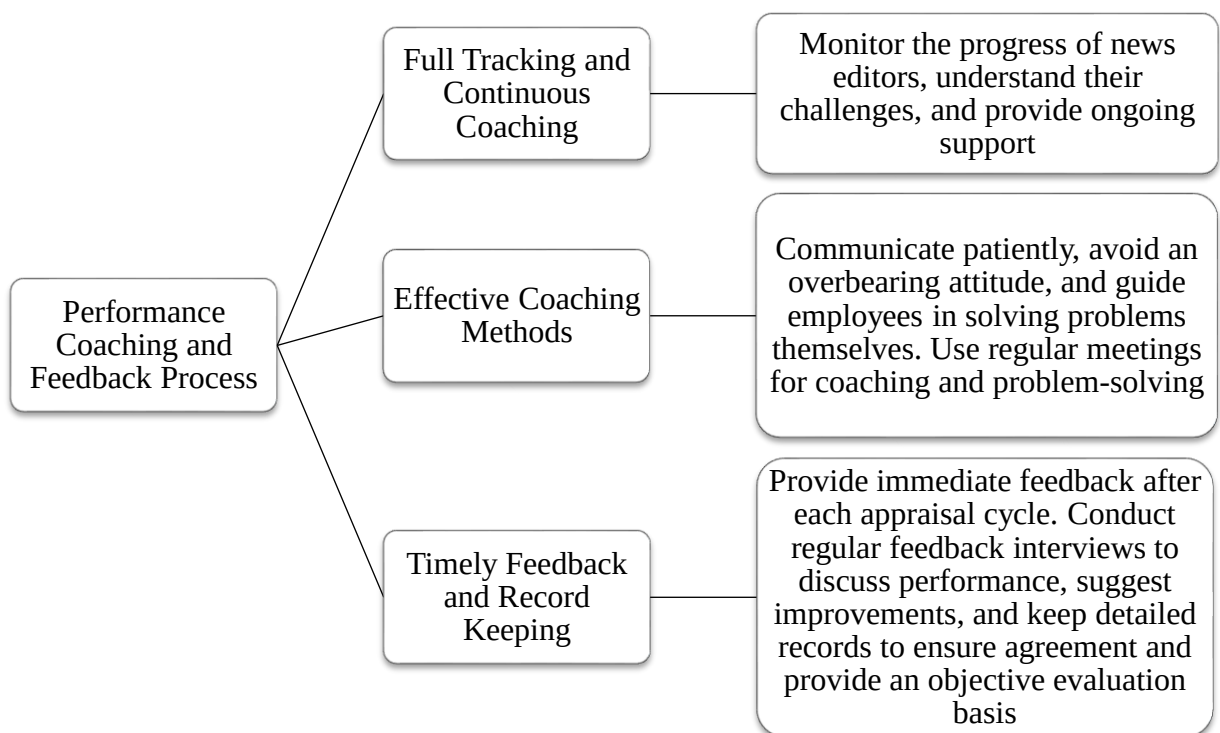


Figure 3.9 - Effective Performance Coaching and Feedback Process

Source: Author's own research

Based on the performance appraisal results, Jiangshan Media Group has established a reward and penalty system for employees. Employees who achieve A-level results in both quarterly and annual appraisals will receive cash rewards, an excellent employee award certificate, and company-wide recognition. Those maintaining this level for three consecutive years are eligible for promotion. To encourage innovation, the top three employees in program ratings and new media product market share will receive a bonus of 3% of the revenue from these products, a medal, and public recognition. Additionally, employees with three A-level quarterly assessments in a year will receive a 5% salary increase in the following year. Employees with three consecutive years of A-level annual assessments are prioritized for professional title evaluation and job promotion. Conversely, employees with C-level annual performance will receive a performance warning and must work on improvements under supervision. Those rated D will be suspended, must submit a rectification plan, and face dismissal if rated D for two consecutive years [13].

The following table 3.11 presents the analysis of employee eligibility for rewards and promotions based on performance appraisal results. The metrics include salary increases, promotion eligibility, innovation awards, and penalties for low performance.

Table 3.11 - Performance Appraisal Metrics Analysis at Jiangshan Media Group

Criteria	Percentage, %	Number of Employees
Salary Increase Eligibility	20	20
Promotion Eligibility	10	10
Innovation Award Eligibility	3	3
C-Level Performance Warning	15	15
D-Level Suspension	5	5

Source: Author's own research

The performance appraisal metrics at Jiangshan Media Group reveal that 20 employees (20%) are eligible for a 5% salary increase due to their consistent high performance, as indicated by three A-level quarterly assessments within a year. Additionally, 10 employees (10%) have demonstrated sustained excellence with A-level annual assessments for three consecutive years, qualifying them for priority in promotions. The innovation award, aimed at recognizing exceptional contributions to

high-quality media products, is designated for the top 3 employees (3%) based on program ratings and market share, who will receive a 3% revenue bonus and a medal. On the other hand, 15 employees (15%) with C-level annual performance are identified as needing targeted support and receive a performance warning to prompt improvement. Furthermore, 5 employees (5%) with D-level performance face immediate suspension and are required to submit a rectification plan; if they receive a D rating for two consecutive years, they may be dismissed.

To successfully implement the optimized performance appraisal system for news editors and reporters at Jiangshan Media Group, six key measures were identified through literature review, insights from similar initiatives, and discussions with senior management and relevant personnel. These measures include mobilization and dissemination, establishment of specialized institutions, improvement of job responsibilities and standards, comprehensive training coverage, strengthening communication in performance appraisal, and enhancing the appeal system.

Prior to implementation, it is crucial to organize a publicity meeting with senior managers and employees to analyze the current performance appraisal status, identify shortcomings, and present the new optimized design. This ensures that all stakeholders understand and support the new system.

Given the complexity of performance management, which involves multiple processes and responsible parties, it is necessary to establish a dedicated performance appraisal agency with a well-defined organizational structure. This agency will clarify work objectives, responsibilities, and authorities for each process, ensuring effective implementation and system integrity. The Human Resources Department will lead the establishment of the Performance Appraisal Working Committee, which will oversee the appraisal process, ensure alignment with strategic goals, and promote continuous improvement.

The center's job responsibilities and work standards must be updated to reflect the requirements of the new system. Clear and quantifiable standards will facilitate the accurate setting of performance indicators and scoring criteria, enhancing the scientific and objective nature of the appraisal process.

Training for performance appraisal personnel is essential. They must fully understand the appraisal process, methods, evaluation standards, and feedback mechanisms. Comprehensive training will improve the professionalism and objectivity of appraisers, ensuring effective implementation of the new system.

Effective performance management requires active participation from all levels within the organization. Enhancing communication and reducing hierarchical barriers will help gather comprehensive feedback, resolve issues promptly, and ensure the new system's acceptance and effectiveness.

Finally, a robust appeal system is necessary to address potential biases and errors in appraisal results. This system will provide employees with a formal channel to challenge and rectify appraisal outcomes, thereby ensuring fairness and enhancing confidence in the new system. Appeals can be made to the Performance Appraisal Working Committee within one week of receiving the appraisal results. Verified appeals will lead to re-evaluation and necessary adjustments.

To successfully implement the optimized performance appraisal system for news editors and reporters at Jiangshan Media Group, six key measures were identified. These measures include mobilization and dissemination, establishment of specialized institutions, improvement of job responsibilities and standards, comprehensive training coverage, strengthening communication in performance appraisal, and enhancing the appeal system. To evaluate the effectiveness of these measures, an employee satisfaction metric regarding the performance appraisal system is proposed.

To measure employee satisfaction, a survey will be conducted. Employees will rate various aspects of the appraisal system on a scale of 1 to 5, where 1 indicates dissatisfaction and 5 indicates high satisfaction. The survey will be administered before and after the implementation of the new system (fig.3.10).

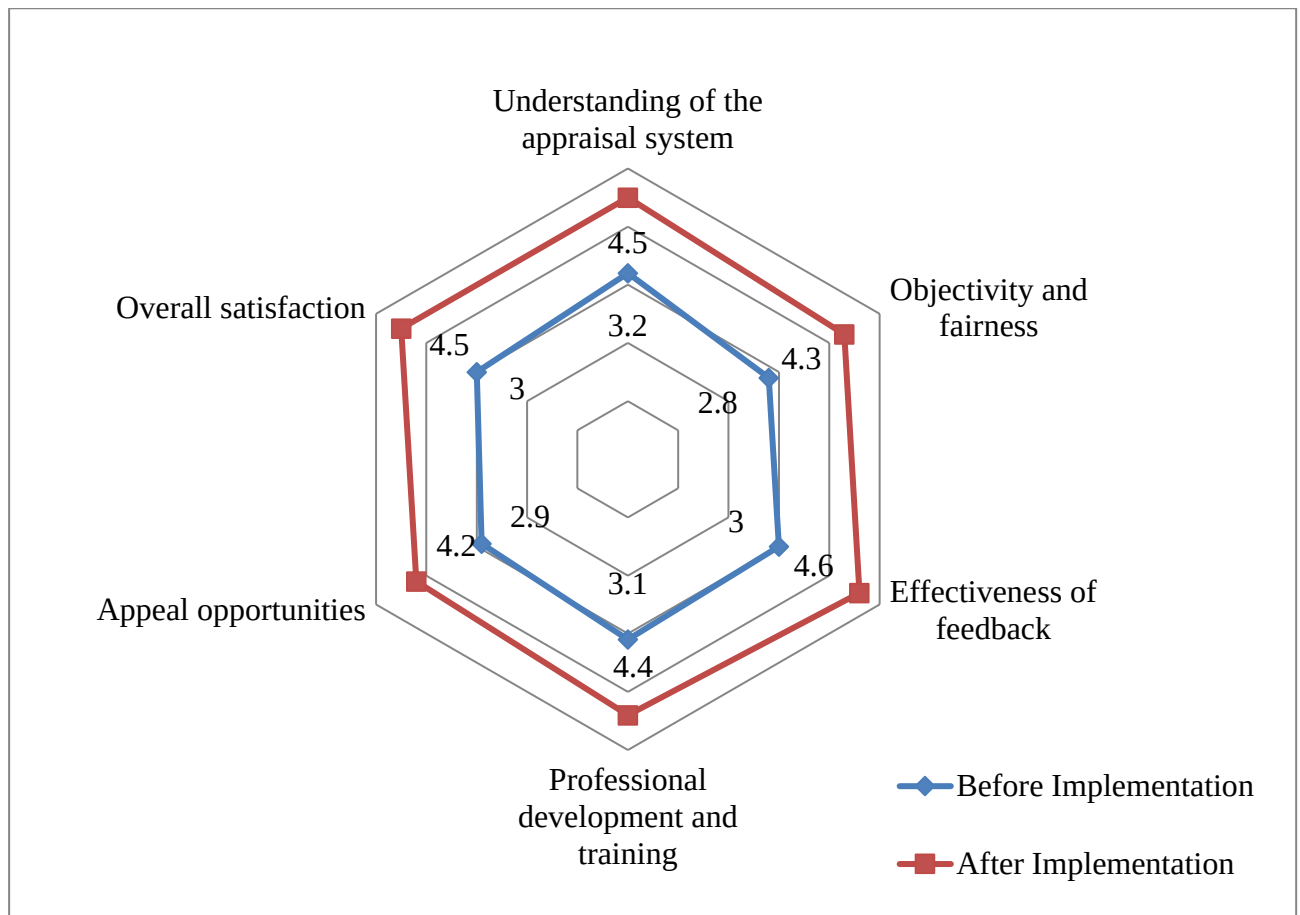


Figure 3.10 - Employee Satisfaction Metric of Jiangshan Media Group

Source: Author's own research

The analysis of employee satisfaction with the performance appraisal system reveals substantial improvements following the implementation of the new system. Initially, the average scores across various metrics were relatively low, indicating a general dissatisfaction among employees with the previous appraisal system. Specifically, metrics such as understanding of the appraisal system (3.2), objectivity and fairness (2.8), effectiveness of feedback (3.0), professional development and training (3.1), and appeal opportunities (2.9) reflected significant areas for improvement.

After the implementation of the new appraisal system, there was a marked increase in employee satisfaction across all metrics. The understanding of the appraisal system saw an increase from 3.2 to 4.5, suggesting that the new system is clearer and more comprehensible to employees. The perceived objectivity and fairness improved from 2.8 to 4.3, indicating that employees now find the appraisal process to be more just and equitable. The effectiveness of feedback improved from 3.0 to 4.6, highlighting that

the new system provides more constructive and timely feedback, which is crucial for employee development. The metric for professional development and training rose from 3.1 to 4.4, showing that the new system better supports employee growth and learning opportunities. Appeal opportunities, which were previously rated at 2.9, increased to 4.2. This suggests that the new system offers more effective and accessible channels for employees to contest their appraisal results, enhancing their trust in the system. Overall satisfaction with the appraisal system increased significantly from 3.0 to 4.5, reflecting a general positive shift in employee sentiment towards the new appraisal process.

This detailed analysis indicates that the new performance appraisal system at Jiangshan Media Group has successfully addressed the key concerns of employees, leading to higher levels of satisfaction. The improvements in understanding, fairness, feedback, development opportunities, and appeal processes demonstrate that the new system is more effective and aligned with the needs and expectations of the employees. Consequently, this likely enhances their motivation, productivity, and overall contribution to the organization's strategic goals.

The optimization of the performance appraisal system at Jiangshan Media Group has effectively addressed the major concerns of employees, leading to substantial improvements in various aspects of the appraisal process. The new system, which includes comprehensive training, clear communication, and a robust appeal mechanism, has significantly increased employee satisfaction. Metrics such as understanding, fairness, feedback, professional development, and appeal opportunities have all shown marked improvements, reflecting a more transparent and equitable appraisal process. By aligning the performance indicators with the center's strategic goals and ensuring active participation from all levels within the organization, the new system not only enhances employee motivation and productivity but also strengthens the overall operational efficiency of the center. These changes have fostered a positive work environment, encouraging continuous professional growth and better alignment with organizational objectives. Consequently, the new performance appraisal system is likely to contribute significantly to achieving Jiangshan Media Group's long-term strategic goals.

CONCLUSION

The result of the research is the solution of the scientific and applied task regarding the improvement of the staff efficiency of the public institution. This made it possible to draw the following conclusions:

1. It was determined that the continuous advancement of media integration demands substantial modifications in the human resource management practices of traditional media organizations. As media public institutions evolve towards more integrated and technologically sophisticated operations, effective staff management becomes increasingly vital. By updating human resource management strategies, public institutions can ensure that employees are well-prepared and motivated to adapt to these changes, aligning their efforts with the institution's objectives. Essential elements of staff management, including recruitment, training, performance management, and employee engagement, plays a crucial role in creating a productive work environment. Boosting staff efficiency results in higher productivity, cost reductions, enhanced work quality, and improved employee morale. An efficient workforce can handle more tasks in less time, lowering operational expenses and optimizing the use of public resources. Nonetheless, issues such as employee burnout, resistance to change, and potential quality declines must be managed carefully. Implementing strategic initiatives that focus on resource management and employee development fosters a dynamic and adaptable workforce. Ultimately, prioritizing staff efficiency enables public institutions to better serve the community, fulfill their responsibilities, and contribute to societal advancement.

2. The analysis of Jiangshan Media Group showed that from 2021 to 2023, Jiangshan Media Group's assets fluctuated significantly. Total assets increased from 38160 thousand Yuan in 2021 to 45670 thousand Yuan in 2022, and then decreased to 36510 thousand Yuan in 2023, resulting in a net reduction of 1650 thousand Yuan. Bank deposits rose substantially, from 12100 thousand Yuan in 2021 to 14950 thousand Yuan in 2023, while fixed assets declined consistently from 24210 thousand Yuan to 19870 thousand Yuan, indicating a reduction of 4340 thousand Yuan. The liabilities

decreased from 32400 thousand Yuan in 2021 to 25000 thousand Yuan in 2023, suggesting an improved financial position. This reduction of 7400 thousand Yuan reflects stronger financial stability and a more secure balance sheet.

3. The analysis of staff dynamics at Jiangshan Media Group reveals key workforce trends. Staff numbers increased slightly from 158 in 2021 to 161 in 2023, with a stable proportion of on-staff personnel. The gender distribution saw a positive shift towards balance, with female employees increasing from 40.5% to 41%. The age distribution shows 77% of the workforce is fewer than 30, highlighting the need for effective training programs to leverage youthful potential. Educational background indicates 83% hold undergraduate degrees, ensuring a well-educated workforce. Professional distribution is diverse, with 43% having majors in literature, journalism, and communication, complemented by staff in economics, law, and technology. Wage dynamics show a positive trend, enhancing employee satisfaction and retention. Efficiency metrics reveal an increased staff turnover rate, suggesting a need for better retention strategies, while a reduced absenteeism rate points to improved engagement and job satisfaction.

4. The analysis of the current performance appraisal system at Jiangshan Media Group highlights several key areas for improvement to enhance staff efficiency. The data shows a significant gap between employee perceptions and the effectiveness of the existing appraisal system. Only 32.4% of employees believe that the appraisal results are consistent with their actual performance, indicating a need for more accurate and reliable evaluation methods. Furthermore, 43.1% of employees expressed dissatisfaction with the current system, emphasizing the necessity for a comprehensive overhaul. To address these issues, the design principles for the performance appraisal system must align with strategic goals, ensure transparency, and focus on core metrics. By adopting these principles, the organization can create a fair and motivating work environment that promotes professional growth and improves overall performance. Key design principles include aligning with strategic goals, ensuring openness and transparency, maintaining objectivity and fairness, focusing on practicality, and enhancing development and capability.

5. The optimization of the performance appraisal system involves setting specific, quantifiable indicators that align with the organization's strategic goals. Integrating KPI and 360-degree evaluation methods provides a comprehensive assessment of employees' abilities, work attitudes, and contributions, ensuring evaluations based on key areas such as program production, customer satisfaction, internal management, and personal development. The proposed KPI categories include market and customer indicators, program production efficiency, internal management, learning and growth, and binding indicators. Implementing this optimized system includes comprehensive training, clear communication, and a robust appeal mechanism to ensure fairness and transparency, with regular feedback and support from appraisers to help employees improve their performance. The new system also incorporates a reward and penalty mechanism to motivate high performance and address underperformance effectively. The detailed analysis indicates that the new performance appraisal system, if implemented effectively, will significantly enhance employee satisfaction and align their efforts with Jiangshan Media Group's strategic goals, fostering a transparent and motivating work environment and achieving higher levels of efficiency, productivity, and overall success.

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APPENDIXES