

RESEARCH ON COUNTERMEASURES FOR IMPROVING EMPLOYEE INCENTIVE MECHANISM*

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Abstract

The increasingly fierce competition makes the company pay more attention to talent discovery. In terms of talent team building, the company should not only focus on attracting talents, but also pay attention to retaining core talents. Only in this way can the company gain advantages in the fierce competition environment. Scientific improvement of the feasible employee incentive mechanism can not only fully stimulate the enthusiasm of employees, dig the potential and value of employees, enhance the cohesion of employees, promote the improvement of the company's production and operation benefits, but also retain talents and attract talents. Taking Y Company as an example, this paper first clarified the research background, research purpose and significance, research status, research ideas and research methods of incentive mechanism at home and abroad, and then proposed the main framework of the paper. Then explain the relevant concepts and theories of incentive and introduce the current situation of Y company's employee incentive mechanism. By analyzing the satisfaction questionnaire of Y Company's employee incentive mechanism, summarize the problems of Y Company's employee incentive mechanism and analyze the reasons, and then put forward the improvement plan of Y Company's employee incentive mechanism. And put forward the guarantee measures for the effective implementation of the improvement program.

Keywords: Incentives, Improvement countermeasures, human resources

Introduction

Along with the rapid development of world economy, various types of enterprise constantly emerging, the same type pressure of competition between enterprises is increasingly fierce. Operators and managers realize that the development of the enterprise management core resource is human resources. It is the enterprise gain a foothold in the fierce market competition and maintain the core competitiveness of the important factors, It is also an indispensable factor for enterprises to achieve business development goals and achieve sustainable and long-term development. The development, utilization and management of human resources cannot be separated from effective incentive mechanism. Enterprises can improve their core competitiveness and master more competitive advantages by establishing a perfect incentive mechanism. Nowadays, the difficult problem of enterprise operation and development is to realize the rational allocation and

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efficient use of human resources. How to arouse the enthusiasm of employees and make them give full play to their subjective initiative? How to dig out the potential and value of employees and promote the production and operation efficiency of enterprises to be improved? This is the urgency and practical significance for enterprises to establish a scientific and feasible employee incentive mechanism. Combined with the specific situation of the enterprise to establish the corresponding incentive system, in order to effectively stimulate the enthusiasm of employees at work.

Thus, the author takes the employees of Y Company as the research object. Analyze and study the practice of the company's employee incentive mechanism, shortcomings and causes of problems, and then put forward the corresponding improvement suggestions and solutions to guide the company to develop a scientific employee incentive mechanism.

Literature Review

The research on incentive mechanism started earlier in foreign countries and has achieved good research results, which have been applied in enterprise management. Since entering the 21st century, with the rapid development of economy, all kinds of enterprises continue to emerge, foreign incentive theory has been further developed and constantly become mature and perfect. Starren (2006) proposed that companies should develop differentiated incentive mechanisms for different types of employees. Alberts (2009) proposed that the company should take incentive measures from the spiritual level, so as to establish a positive and enterprising culture and atmosphere within the company. Through spiritual motivation, employees can also be motivated to work and take the initiative to give full play to their innovative ability. Gentner et al. (2009) found that material rewards obtained by employees were positively correlated with loyalty, that is, the more material rewards, the higher loyalty of employees. Carmichael (1983) pointed out that fairness should be considered in designing incentive plans for employees. Hesselgreaves and Scholarios (2014) analyzed the questionnaire data and found that the improvement of the quality of the interactive relationship between members and leaders could effectively relieve the tension of employees and facilitate the formation of a relaxed atmosphere. Demerouti et al. (2015) introduced job prosperity and job engagement into the study as mediating variables. Volkman and Henebry (2010) proposed the famous "Shamrock Theory", which divided different types of employees into three types according to their contributions to the enterprise based on the difficulty of formulating enterprise incentive mechanism and the different work nature of employees. Key employees hold a very important position in an enterprise and can influence the long-term development of the company. Therefore, the company should make scientific and effective incentive mechanism according to the real needs of different types of employees.

Incentive and incentive mechanism

Motive comes from the Latin word "motive", which can be interpreted as either making something interesting by means of something, or trending or inducing. In early psychology, motivation mainly refers to the psychological process of stimulating people's behavior through some tools or methods. In management, incentive is an important part

of human resources, an important part of enterprise managers' management style, and a management method and an important management means for managers to enhance employees' enthusiasm for work. Incentive can realize the rational allocation and efficient use of human resources, deeply tap the potential and value of employees, encourage employees to take the initiative to give full play to their innovation ability, and then improve the business benefits of enterprises.

Two-factor theory

Fredrick Herzberg (1959) proposed the two-factor theory. The theory points out that individual's work performance is directly affected by individual's work attitude. Herzberg believes that satisfied and dissatisfied work attitudes are important factors affecting individual work efficiency. The first is satisfaction factor, which can play an incentive effect and make individuals satisfied, and the second is health factor, which can arouse individual negative emotions and contradictory factors, and all of them will affect employees' work performance. This theory is also known as "motivation-health theory".

Achievement goal theory

The achievement goal theory is formed by developing the achievement motivation theory, achievement failure theory and ability theory. Dweck believes that there are two different concepts for the cognition of ability, namely, the view of ability growth and the view of ability entity. The former believes that individuals can improve their ability through continuous efforts in learning, while the latter believes that ability is innate and acquired learning cannot change or improve individual ability. Achievement goal theory can explain different individual behaviors in educational situations and provide guidance for actual teaching activities, which is the main difference between it and other motivation theories. At the beginning of the study of motivation, the human body is regarded as a mechanical individuals, under the environment control, no subjective initiative, the scholars in the people's behavior, such as food, such as attack to research, the cause of behavior is often thought to be determined by the physical, and gives the corresponding theory to try to explain people's behavior causes, Such as instinct theory, drive theory and so on. After 1960, the research paradigm of motivation psychology changed from comprehensive research paradigm to in-depth and detailed discussion paradigm, focusing on the analysis and research of achievement motivation and other branches. The development trend of modern motivation psychology has changed and achievement motivation has become the focus of scholars' attention. After 1980, Nicholls (1984) and Dweck (1988) introduced the concept of achievement goal in the study of motivation, which soon became a hot topic in academic research.

Research Methodology

This paper mainly starts from the actual situation of Y company's employee incentive mechanism, adopts the method of satisfaction questionnaire survey, analyzes the questionnaire, guided by the theory of incentive mechanism, combined with empirical analysis, provides improvement countermeasures for Y Company's employee incentive

mechanism. First, the specific situation of Y Company is introduced in detail. Then, through the incentive mechanism satisfaction questionnaire, employees' satisfaction with the incentive system of Y Company is investigated, and the existing problems are summarized and the causes of the problems are analyzed. Secondly, it explores the problems existing in Y company's incentive measures from different angles, and puts forward corresponding countermeasures to the causes of these problems. Finally, corresponding safeguard measures will be put forward to ensure the smooth implementation of employee incentive mechanism and guide Y company to implement the incentive mechanism and achieve good incentive effect.

Findings and analysis

Y Company Profile

Y company adheres to the modern enterprise management and operation system and has established a complete three-level organizational structure from the board of directors to the production layer. The board of directors, established under the general meeting of shareholders, controls the management of the company. The management of the company is mainly composed of four meetings and six departments, among which the four meetings refer to the performance appraisal Committee, the Budget Committee, the decision-making committee and the academic committee. The sixth department refers to the human Resources Department, general management Department, Planning and Finance Department, market operation Department, Production technology Department, and high-tech R&D Department, which are responsible for human resources, finance, market, technical review and other management affairs of the company. The production layer consists of 4 wholly-owned subsidiaries, 5 provincial branches and 5 off-provincial branches, which are responsible for maintaining their respective regional markets and implementing their businesses.

Human resource status of Y Company

Among Y employees, senior executives account for 1.19%, middle-level leaders for 9.88%, and ordinary front-line employees for 88.93%. Therefore, enterprise managers should be aware of the incentive effect of grass-roots employees, which will directly affect the sustainable development ability and business benefits of enterprises. Y company is a technology-based enterprise, and the proportion of employees in technical departments (including high-tech R&D department, provincial branch, off-provincial branch and production technology department) is as high as 73.08%. Therefore, incentive measures can be tilted for technical talents.

The current situation of employee incentive mechanism in Y Company Company Y's current reward and punishment mechanism mainly focuses on punishment mechanism. In order to successfully complete the performance targets set by the company, the management of the company breaks down the performance targets and assigns them to various departments and branches of the company. The performance of the departments and branches with poor performance will be fined, while the departments with timely completion will not be rewarded. Each department and branch will divide the task to its employees. Those who fail to complete the task will be punished with fines, and those

who complete the task on time will not be rewarded. Punishment without reward mechanism will only make employees fear, injustice and other negative emotions. Although they will complete the task on time, they cannot give full play to their enthusiasm and enthusiasm, will not take the initiative to increase the workload, and cannot produce additional work results.

Analysis on the problems and causes of employee incentive mechanism in Y Company Fully investigate and understand the actual needs of employees, improve the company's current employee incentive mechanism, and form a relatively complete mechanism based on the questionnaire survey of employee satisfaction and incentive theory, so as to motivate employees' enthusiasm, enhance their identification with the company, and improve their subjective enthusiasm. In the specific operation process of improving employee incentive mechanism, the following principles should be followed:

(1) Combine enterprise goals with employee goals: When designing goals, the company should take the development of the enterprise and individual into consideration, and fully stimulate the enthusiasm and initiative of employees in the work process, so that they can make better contributions to the company and help the company achieve better development. The development of employees and the development of the enterprise are closely linked, and the two are integrated with each other. Only under the guidance of the established goals of the enterprise, can the personal development goals be achieved, and employees are encouraged to work hard, so as to realize the common development of individuals and the company, and realize their own value while pushing the company forward.

(2) Differential incentive among employees: Employees have different levels of education, different positions, and different demands. Therefore, enterprises should take corresponding measures according to the actual needs of employees, so as to make the company's incentive more reflect the uniqueness of employees and completely change the current single employee incentive mechanism.

(3) Fairness and justice: Employees want to be treated fairly and reasonably. Y company shall establish and implement an effective system to ensure that the evaluation of employees fully reflects fairness and objectivity, so that the company's performance evaluation can play an application role.

(4) Both material and spiritual motivation: When motivating employees, we should not only formulate reasonable incentive measures from the material aspect, but also pay attention to the spiritual aspect. When the material needs of individuals are satisfied, they will try to pursue the spiritual needs and take reasonable incentive measures. Spiritual motivation can be used to stimulate the enthusiasm of employees at work, so that they can make more contributions to the company, so as to maximize the role of incentive. Material incentive and spiritual incentive are indispensable. Only by motivating employees in both aspects can a strong cohesion be formed within the enterprise and the enterprise achieve long-term development.

(5) Combination of positive and negative incentives: Generally speaking, namely the use of "turnip + big stick" means. Positive incentive is in essence to achieve a certain goal and take a series of interest measures to motivate employees, if the implementation process is not standardized, it will cause vicious competition in the enterprise, and then

affect the development of the company; In essence, negative incentives impose certain constraints and norms on employees, which can make up for the negative effects of positive incentives to a certain extent. The combination of the two, through the means of reward + punishment, can improve the standardization of employee incentive, and then get better incentive effect. Excessive punishment will bring rebellious sentiment to employees, and excessive reward will make employees lack of restraint, only by using both reward and punishment means, can we obtain the desired incentive effect

(6) Timely and appropriate: When motivating employees, we should grasp the good timing. Both advance incentive and lag incentive will affect the effect of incentive. The former will make employees pay less attention to incentive, while the latter will affect the role of incentive. For this reason, it is important to give employees the right incentives at the right time. In addition, the level of incentives should also be well controlled, too high rewards will bring pride and complacency, too low rewards will make employees think they are treated unfairly. Similarly, in the implementation of negative incentives, if the punishment intensity is not enough, employees will not pay attention to the mistakes, if the punishment intensity is too high, employees will be affected to work enthusiasm. Therefore, companies need to respect the principle of timeliness and moderation when carrying out employee motivation.

(7) Combination of reward and punishment mechanisms: Like other things, employee incentive has two sides, that is to say, it needs to take incentives to encourage certain behaviors of employees, and also take punitive measures to remind employees not to make certain mistakes.

(8) Contingency principle: The development goals of enterprises are constantly changing under the influence of the external environment. Correspondingly, the measures of enterprises to motivate employees should also be dynamically adjusted with the changes of the external environment. Ensure that employee compensation is dynamic and that employees are aware that the benefits they receive will be affected by individual and departmental performance. In the determination of specific incentive measures, according to the principle of contingency, the implementation of dynamic management of employees, always pay attention to the ideas of employees, understand their actual needs, in order to adjust the corresponding incentive measures.

Conclusion and recommendations

For the communication technology service industry, the business development generally presents the trend of localization and resident China, which is very different from the centralized office mode adopted before. In this case, the company should adjust the incentive measures taken at present to match the company's current development status. According to the changing trend of internal and external environment, Y company should continue to reform its management mode and organizational structure accordingly. In this process, Y company should formulate corresponding optimization plan for its own incentive system as soon as possible, in order to provide certain guidance and reference for its and other similar companies in human resource management.

At present, the measures adopted by Y company in employee incentive mainly include six aspects, including salary and welfare, performance appraisal, employee

selection and promotion, employee training and education, cultural incentive and composition of reward and punishment mechanism. After analyzing the employee satisfaction questionnaire of Y Company, we found the problems existing in the employee incentive mechanism of Y Company, including the defect of promotion incentive, the lack of employee career planning and design, the imperfect salary and welfare system, the unreasonable performance appraisal system and the insufficiency of training mechanism. If these problems can not be properly solved, the development of enterprises will be restricted.

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