

CHAPTER 4

RESULTS AND ANALYSIS

4.1 Descriptive statistics

4.1.1 Question design of employee satisfaction survey questionnaire:

The main design direction of the questionnaire is to understand the enthusiasm of the employees and their direct view on the specific issues for the questionnaire design and incentive strategies they will focus on. The questionnaire can reflect the incentive measures taken at present directly and effectively. Due to that the incentive factors for the knowledge-based employees mainly focus on wages and rewards(31.88%), individual growth and development (23.91%), challenging work (10.15%)(Zhang Wangjun, Peng Jianfeng), the several incentive factors mentioned in the second chapter are cited and the following six dimensions are chosen for the investigation (see Table 3-2 Dimensional analysis of employee satisfaction) for the design of investigation of employee satisfaction. See the topics list and samples in Appendix A.

Table 3-2 Dimensional analysis of employee satisfaction

	Design considerations
Salary	Salary incentive is the most important part of employee motivation. We can understand the employees' feelings on the current salary of the employees through the analysis of this factor so as to refine this factor to improve the proportion of incentive factors.
Work attraction	The attraction of a job to a specific person is changing over time. We can understand the opinions of the employees on the work through the investigation of this item to help to improve the attraction through the adjustments of the work contents and decomposition method, thus to promoting the work enthusiasm of the employees.
Working environment	This is an important aspect. Sometimes the employees can not meet the expectations of the enterprise, so

	we need to concern that whether the enterprise offer the employees with the work environment to work relaxed truly.
Company future	Employees are very concerned about the future of the enterprise. If the business situation and prospect is poor, the employees will need to worry about where to work in the future. They can not calm down to work so the enterprises need to communicate the plan of the enterprise to the employees in time.
Interpersonal relationship	We can understand whether the employees is adaptable to the corporate culture. The overall work level can be improved through the cooperation between colleagues and the management level can be improved through the good employee relationship to reduce communication difficulties.
Career development	We can analyze the development of the employees and self-learning will as well as the ancillary services such as the training the company can offer.

4.1.2 Interview topics design and results

See the interview topics in Appendix B which mainly intends to understand the subjective advice of the managers on the incentive through the interview and collects the subjective expectations through interviews, etc .; It confirms the existence of the "distortion" degree of the questionnaire through the random sampling of the interview with the regular employees. The topics are designed to mainly understand the morale of the employees and how the managers coach, communicate with and teach the employees as well as understand the expectations of employees and so on.

From the interview we can get that the expression of the managers and ordinary employees in ZY company has the following characteristics:

There is no effective incentive methods. Based on the exchange of managers and the expression of question 1, they have the potential awareness to motivate the employees but have no corresponding methods. So, in general, they motivate the employees with the arrangement of task and pressure negatively and

achieve the purpose of constraining and pushing the employees for working passively. Meanwhile, they also found that the employees are evaluated subjectively in annual assessment and the ratio of recency effect and subjective preferences of the managers is very high. There is no subdivision indicators for the quantification for the assessment of the employees' performance. Hence, they will not give low points generally and did not divide the levels and echelon of the assessment of the employees, resulting in that the employees have no sense of urgency and honor. The phenomenon that the low recognition of the assessment appear timely.

They did not understand the company's strategic approach, and the various departments do not have long-term work plan. The managers and general staff said that the long cycle of the current project software development is about 5-8 months and the short is about one or two weeks only. So the employees has poor recognition sense of belonging for their work. As the managers did not understand the company's business philosophy deeply so the department's goals and direction are not clear." Everyone is busy and they did not communicate with each other less" reflects that the work pressure of the employees at current is greater and the corporate culture is not strong.

The employees want to increase their income to against inflation. Ordinary employees generally reflect that the income growth rate can not catch up with the price level and there is no clear time for salary adjustment in the company. They have no other income except the wages so they hope they can be rewarded according to the work performance. The assigning priority makes every one want to get an equal share regardless of the work done and the employees working hard feel extremely unfair.

Lack of training.

Lots of employees in the communication said that the software knowledge update too fast the version of the development tools used are often updated; But the enterprises did not have training and technical sharing so the usage of the new technology is not high. They feel the future is slim and their strength has not been improved. Therefore, they hope the company can provide a series of training contents for employees to choose.

The human resource management is imperfect. In the interview, we understand that the enterprises have no plan and reserve for the talent recruitment needed by the projects in the past, making the employees tired. The effect to introduce the talents through the network talent pool and employees recommendation is poor and lots of time of the managers have been wasted due to huge time pressure and low accuracy.

The talents are often in shortage, resulting in high-price and late recruitment. The planning and arrangements are lacking. The new employees start the actual work only with the introduction of the elderly but have no series of training. The employees are tended to be complained by the customer for any problems and at the same time will cause the risk and reduction of satisfaction.

They generally reflect the work pressure is greater. The manager mentions that it often requires collective overtime due to the urgent progress of the projects sometimes, which makes the employees feel more nervous, resulting in irregular life. It is recommended to provide some flexibility for appropriate rest and at the same time, hope that the plan can be a little stronger to make the employees work happy.

The knowledge-based employees are not distinguished and motivated.

We can know some condition of ZY company through the questionnaire survey and interviews of the employees and the ZY company has the following incentive problems through the analysis:

The important mistaken area in the enterprise incentive is to equate the incentive of knowledge-based employee to the incentive of the ordinary employees and this unreasonable practice ignores the level and differences of the group motivation. The mistaken area in the incentive strategy of the ZY company expressed as: one is to simply equate the incentive to reward. When design the incentive mechanisms, the reward notice often issued suddenly to let the employees and the managers feel unfair. There is not enough introduction of the one rewarded. The second is the lacking of pertinence, that is, the same incentive is applied to anyone. The specific needs of knowledge-based employees are not enough and the appropriate incentive measures are lacking, especially the incentive evaluation system based on

the incentive.

Less incentive factors

The environment provided by the company is lacking in competition mechanism and the ratio of hygiene factors and incentive factors in the reward system provide is high, resulting in a lack of competition. If there is no the rulers to reflect the differences in efforts and the contribution of the employees, there will no contrast and competition environment. So there will be no condition to reflect the employee contributions fairly. Coupled with the lack of mechanisms and the collection and arrangement of usual data, the overall performance of the employees will be forgotten but the salary adjustment will just depend on the individual judge of the manager based on the recent impression. This method has no specific data support so the employees will feel unreasonable. So there is no difference between more or less work without the performance assessment.

The incentive factors did not tell each employee what kind of behavior and performance can get the reward clearly so the employee do not know how to improve themselves and be approved by the organization.

Many domestic enterprises have not yet established a scientific performance evaluation system, so they are easy to not take the fair into account during the performance appraisal and evaluation. And even sometimes, the performance of the employees is almost determined by the managers based on their subjective consciousness but is lack of data support. The assessment results of the employees in many times are not informed to them. Thus, excellent employees can not see their work performance, affecting their enthusiasm. While the ordinary employees can not recognize their own shortcomings so many shortcomings can not be found and improved in time. The employees with poor performance continued to work so bad that they leave the company finally for being tired of the work. According to the analysis of Herzberg's "two-factor theory", the material incentive methods of the ZY company are almost "hygiene factors" rather than "incentive factors (see Table 3-3), which will only make the employees feel" satisfied"but not the "satisfaction" effect due to the incentive(Frederick Herzberg, 1959).

	Hygiene factors		Incentive factors
	Fixed salary		Elastic working hours
	Year-end double pay		Challenging tasks
	Social security and provident fund		Occasional salary rises system
	Paid annual leave		
	Regular program funds		
	Travel awards of the project completed		

Table 3-3 Two-factor analysis of ZY incentive methods

Lack in the attention to employee career

As the development information of the network can be obtained more and more easily, the employees come to the age of information explosion. The life-long learning is the necessary requirements for the employees to maintain the work ability and competitiveness so the employees shall learn the new knowledge. Various organizations are also experiencing tremendous pressure in the fierce competition and they must continue to learn to improve the competitiveness of the organization. But there are many enterprises take the cost of employees training as burden. They just pay attention to using the knowledge mastered by the employees but not provide the condition to enrich knowledge and they worry the job-hopping of the employees after the training.

There is no fixed cycle nor the appropriate incentives for the enterprise training and they also have no training chances, resulting on that the employees are so busy in work all day that they can spare no time to upgrade their knowledge. There is no appropriate target that the employees can get better chance to play the role after learning. From the questionnaire, we can see that although the knowledge-based employees are very enthusiastic about their own work, but ZY company did not set the promotion channel and regular training rationally to improve the knowledge level

of the employees. So the employees are worried about the development of career and hope to find the methods and channel to improve their overall competitiveness faster. If they encounter a competitor who can provide similar conditions then they will be easily swayed. Employee loyalty will soon be reduced. Therefore, when the current tough environment requires the enterprise to keep the employees in mind from the angle of employee development and career, the appropriate skills promotion and channels make the employees can continuously improve themselves, challenge themselves in the enterprise so as to achieve their own life aims.

Therefore, there is the need to provide appropriate career development counseling and planning. The IT employees tend to be younger and this is the key stage for them to promote the business. And they need the training to adapt to the requirements of corporate culture so they can have the suitable work attitude as soon as possible. It is easy to make the employees can not be promoted well if there is no matched training meet the requirements provided, thus resulting in that they are worried about their future and the loyalty to the enterprise is reduced.

There are many successful experience of the enterprise within the industry. The followings are the experience comparison and conclusion of well-known foreign and domestic companies, which provide reference for the design of incentive strategies.

Experience of Microsoft Research Institute focuses on introduction of talent, retain talent and giving play to the talent. The Microsoft attaches importance to providing suitable development environment to every employee and improves the efficiency of the employee through the establishment of equal, open communication environment for employees. Such a development environment provides the employees with the chances of communication and discussion so the employees can continue to learn from each other for mutual promotion in the work. This kind of environment allows employees having good development and promotion space after getting the competitive income. Microsoft encourages R & D personnel to make efforts to their products and all the employees work together to create the products can be recognized and proud by themselves, making the employees are proud that

their products are popular for the users around the world when they finish the task. Microsoft emphasizes the research on development environment. The rich resources for the institute allows them to create the products they are satisfied with and they have no need to worry about the divorce of the relevant resources. Microsoft provides the employees with the space for creativity with long-term vision and superior development environment so the employees can find their value in the work. So the employees stay in Microsoft not only for the generous treatment, but also for that they can pursue their own dreams better here. The employees will consider more when other companies offer more competitive salary. Microsoft has created a good space so the employees have higher loyalty Therefore, among the three Microsoft research institutes, the brain drain rate is less than 3% (brain drain rate of US Silicon Valley is 12%).

Mentoring and guiding-based management. In addition to the clear mission and direction of the Institute about the research of Microsoft, the specific project and research and development details are developed by the researchers themselves in the institute. The managers just provide improvement suggestions but the final decision power is still in the hand of researchers, making there is no bureaucratic style in the institute. The manager almost play the role of mentoring and guiding. The company's colleagues support each other and their clear goal is to do everything to the best. They respect and trust each other. In Microsoft everyone repay the company's trust and support through the recommendation and discovery of more outstanding people to work with them and their work motivation comes more form the love of the cause of the computer and creation of better products.

The inner company provides satisfaction. A good working environment is extremely important for researchers and it is the important part to ensure the normal advancement of the work. With the strong company strength, Microsoft put lots of manpower and resources in this area to meet all needs of the researchers. They not only provide a wealth of test equipment such as computer, mobile phone testing equipment and so on but also have various professional experiments for the implementation of the experiments hardly. Meanwhile, Microsoft's support for the

research is more diverse and in addition to the rich hardware environment, they have the sufficient funds to support researchers to study and investigate abroad. The composition of the research team is also very balanced and, except for enough associate researchers, there are corresponding developers and visiting scholars. With the help of multi-team allocation, they can have the development achievements fast. All learn from each other and focus on dealing with the things they are best suited for.

Huawei's experience is similar to attach importance on motivating the employees through the achievements and they promote the appropriate talents not only rely on the work experience to open the fast channel promotion for the talents. In Huawei, a department managing 156 people can promote a graduate with two years of work experience and this kind of channel greatly stimulates the enthusiasm of the employees to create more wealth for the company. At the same time, the assessment is fair and the youngest senior engineer is only 19 years old. In addition, the company supervises and guides the employees who think that they are lacking in development potential actively and change their understanding through the way of training and providing mentoring, which greatly improves and inspires the enthusiasm of the employees.

Implementation of full education and training. The company provides a large number of training opportunities for employees to improve all aspects, including professional skills and comprehensive quality. They cooperate with the University and employ expert lecturers to the company for the training of the employees, which cultivate and find a lot of talent for the company. For the staff training investment, Huawei ignores the cost so, in addition to the work contents within the enterprise, the employees can find the learning path suitable for their career development. They solve the problem that in the era of knowledge explosion many enterprise can not achieve and the employees are not trained and being taken seriously enough.

Creation of a self-management working environment. As the company is involved in the different business, Huawei implements the mode that various departments manage themselves. The research and development and sales departments will work together to develop working goals and then the R & D

departments and sales departments arrange the manpower and project plans reasonably to achieve the specific goals.

Lots of research show that the high-tech companies like ZY generally pay attention to non-salary incentives and the specific aspects involve the following aspects: paying attention to the professional channel. In addition to continue to receive attention and promotion to move to the management route, they also can provide the promotion channel without leaving; paying attention to the skill upgrading of the employees. The employees can improve their skills through the continuous training and mentoring to create greater value for the enterprise and they also will more loyal to the enterprise.

The employees are lacking in the working environment suitable to play their role

Most employees believe that companies do not have a longer-term plan, that is, the company is lacking in long-range plan. The time and task allocation of the project and the introduction of the company's marketing plan show the more obvious uncertainty and the lack of plan. Usually, a project has no clear starting time and ending time and many projects are proceeded together. They hurry up for the final delivery time and the relevant staff then work overtime or they even start to keep up with the pace in closed way. Such a development way make the employees feel tired physically and mentally and it is difficult for them to have time to think about how to do things well. Due to the vague company's planning, the task for each department is short and there is no longer core work. The task will be more messy, and the task time is tense, which need to be adjusted for many times. The company is lacking in scientific knowledge of project management in the implementation of the project, and the management level of the project is relatively backward. Employees lack the motivation to summarize the analysis and improve the cooperative environment. There is no enough support for the employees to develop the ability in such kind of environment and the employees can not get enough support and cooperation of the team during the work. The personal ability of the employees is limited and this is more unfavorable for the personal development.