

## CHAPTER 5

### CONCLUSION DISCUSSION AND SUGGESTION

#### 5.1 Conclusion

The effective employee motivation is the core to improve the competitiveness for the enterprise and the human resources is increasingly the key to competition of the entire enterprise. The one who can give play the employees' intelligence and wisdom can get a seat in the fierce competition. In this paper, ZY company collects the first-hand actual situation information through the questionnaire survey with the help of interviews and uses the knowledge obtained from the literature research to design the suitable incentive strategy for ZY company. And the company has achieved the following results.

The design of broadband salary has been enhanced and implemented within the enterprise and the Hay-MST is applied to assess parts of important jobs among more than 50 jobs in the company, which have improved the salary design and helped to establish the scientific salary level.

Some incentive policies have been put forward starting from the characteristics of different departments and the targeted indicators programs have been designed to distinguish the incentive of the employee group pertinence to achieve better results. The strategy proposed has a certain guiding significance on the actual production practice and the comparison before and after the implementation of the indicators is collected in the implementation of parts of the strategies. The actual effect of the indicators is shown from the numbers, which improves the product quality improvement and production efficiency of the company.

The improvement strategy for ZY company has been proposed with the reference to the successful experience of the industry and the suggestions to pay attention to training of the employees and establish the learning organization and some specific steps can be implemented are given.

In this paper, based on the ZY company's analysis and design, the corresponding incentive strategy has been put forward and some incentive strategies

that can improve the enthusiasm of the employees are provided to the company. At the same time, some problems are not further studied due to the author's knowledge limitations.

Limited to the horizons and the known knowledge, some theories with better effect in the design of the incentive strategy are not actually used so we need to continue to study the relevant theory to further comprehensive analysis of the situation of ZY company for further improvement.

There are more theoretical analysis and recommendations for the analysis of ZY company and there is preliminary data comparison for some of the measures. The effective quantitative analysis of the analysis is not enough due to the limitation of the knowledge.

## **5.2 Research limitations**

Although the research in the paper has achieve some results but there are still many aspects need to be further improved have not been involved fully. We need to continue to study the following work and study. We hope to have the continuous attempt and improvement for the development of the incentive strategy to improve the production efficiency and adapt to the specific circumstances.

## **5.3 Research recommendations**

To distinguish different types of employees and establish evaluation strategies Assessment and evaluation is the prerequisite and basis for enterprises to establish incentive mechanism and supervision mechanism. The talents can be evaluated and assessed fairly only with the assessment of the work contents for the employees with the clear standard so the important content of the management of enterprises is to establish a reasonable evaluation criteria. Then the employees with the contribution can be recognized by the enterprise and satisfied with the career to provide strong promotion means for the enterprise to employ the talents.

The needs of everyone are different and different from the ordinary employees, the knowledge-based employees have some unique needs. Compared to the traditional employees, the knowledge-based employees are different in personality characteristics, psychological needs, values and working methods and so on. The

evaluation system focuses on establishing a fair and reasonable performance evaluation system to ensure the fairness of the incentive process and results so it is very important for inspiring the enthusiasm and creativity of the knowledge-based employees..

Different from the ordinary employees whose output can be measured through the simple way such as piece production, for the knowledge-based employees, how to assess the employees shall have the try and improvement with the analysis of the actual situation of ZY company. Taking the Ministry of Technology as a pilot, the author has implemented some assessment indicators through the development and comparison of the incentive strategy of two different types of sectors. The assessment circle is shortened at the very beginning of the establishment of the indicators to help to modify and adjust the set assessment factors in time. The indicators suitable for improving this sector are obtained through the collection and arrangement of the data and the assessment and communication are carried out with the three months as a assessment circle. Then the half a year is chosen as the assessment circle after the indicators are adjust to be proper to supervise the employees and improve the applicability of indicators.

The main method is to formulate the problems activation rate statistics table and share the data at regular meetings so as to achieve fair and equitable information sharing. In the following table, the indicator with obvious changes for the comparison. The data before the implementation is shown in table 4-1 and the data after the implementation is shown in table 4-2.

	June 28	July 5	July 12
activate bug	5	9	9
bugs total	26	44	75
activation rate	0.56%	5.37%	4.67%

**Table 4-1 Activation rate before the implementation of the indicator**

	December 20	12/12/27	2013/1/17
activate bug	7	27	7
bugs total	138	69	317
activation rate	.26%	24%	.17%

**Table 4-2 Activation rate after the implementation of the indicator**

[Zhao Lining, Liu Difei. Incentive Study on Knowledge-based employees. Journal of Jilin PROVINCE ECONOMIC MANAGEMENT CADRE COLLEGE. 2011 (25,4)]

As can be seen from the comparison of the achievement of the indicators, although there is no way to directly measure the production scale of this type of knowledge-based employees, however, some auxiliary indicators can be implemented to supervise the employees to improve the work quality of the corresponding aspects

actively. Specifically, for example, the reduction of the problem rate in the 1000 lines(the problems tested out every 1000 lines) of the first item can reduce the human input in the quality inspection process for the company, which solve the problems better in the origin to improve the products quality and help to improve the quality. We need to focus on the solution idea in the products design and development links the first time. The activation rate of the second problem reduces from 14.67% to 1.17%, which are recognized by both the technical sector and the quality department. This not only reduces the repetition of the problems among the departments but also reduces the workload dealt with by the employees, making the problems solved in one time. This change the bad habits of the low accuracy of problems solution of the developers before the implementation completely.

Table 4-3 is the comparison in three months before and after the implementation of the indicators

**Table 4-3 Employees assessment indicators comparison**

Assessment contents	Situation before the indicator assigned	Situation three months after the indicator assigned
Problem activation rate	14.67%	1.17%
On-time project rate	42.8%	87.5%
Document improvement rate	No documentation	No documents designed for each project

The assessment of the knowledge-based employees is always the hot issue for the management. This parts, there are several indicators are designed based on the features of the technical employees of ZY company, which although has not solved the measurement of the specific quantification problems pf the production of the knowledge-based employees, helped the assessment of the knowledge-based employees. This reflects the contribution of the employees from the appropriate side



Service Skills (18 points)				Listening comprehension (18 points)				Business Skills (24 points)																
Spe	Uns	Say	Not	Lan	Quest	Fail	Ans	Inat	Rep	Ass	Refl	For	Let	Not	Uns	Do	Ans	Can	Slig	Co	Can			
ed	tabl	seri	ing	clea	gua	ion	ed	wer	tent	ly	um	ect	esta	the	flex	kill	not	wer	not	ht	mm	not		
too	e	ous	wor	r-cu	ge	the	to	ing	ion/	the	sub	slo	ll	cust	ible	ed	/kno	ing	sol	ve	itm	provid		
fast	mo	or	ds	t/co	org	custo	take	the	aw	kcut	secti	w/c	othe	me	and	not	w	the	e	r,	ent	e		
or	od	/laug	not	ncis	aniz	mer's	the	cust	war	tom	vely	an	r	r	acti	stan	or	que	the	palt	to	reason		
slo	loss	h	share	/atio	questi	initi	omed	ers	not	spe	wait	ve	dar	unf	stio	comer	cust	able						
w	of	mer	p/pr	con	n	ison	orativ	r	side	in	corr	aker	for	in	dize	ami	n	ismo	to	ome	and			
ent	thrily	onu	vinc	less	askin	e	to	wit	n	ce	wor	ec	l	s/ar	a	deal	d	in	liar	not	n	the	rs	effecti
usa	in	nci	ain	g	smog	the	apoll	hou	in	ds	y	bit	r	lon	ing	the	wit	acc	que	cust	bey	ve		
sm	ans	tion	in	oth,	custo	ogiz	t	the	unit	mel	und	aril	g	wit	busi	h	ur	atio	ome	ond	solutio			
wh	ewer	ans	uno	mer	e	to	veri	pro	mel	exc	erst	y	tim	h	ness	the	e,	ns	rs	the	n	for		
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enc	the	ing	nize	ons	con	tion	ing	the																
oun	que	the	d	or	fort																			
teri	sito	que	poo		the																			

**Table 4-4 Table of quality monitoring of connection of customer service**

[Suoting. Discussion on the Incentive Strategy of the Knowledge-based

Employee. Dajiang Weekly. Forum, 2012 (1)]

In the same time, the design of the reward has taken the shortcoming of shortage of incentive factors in the previous incentive design of the company into account and the employees are motivated through leaving wider gap between the first and subsequent ranking employees to win the first and remove the work state of

getting an equal share regardless of the work done. In particular, we can try to reward the first three. We can design the total bonus related to the total wage of the department then we can motivate the employee through giving 50% to the first, 30% for the second and 20% for the third.

The formulation of different assessment and incentive for the different type of the employees can be applied to the features of the ZY company, making the employees needed urgently and the employees can be assessed successfully through long time can be cared properly and get the better incentive effect.

The establishment of a reasonable performance appraisal system is a key basis for the company to achieve the reasonable distribution of surplus value while the establishment of a reasonable performance appraisal system needs the reasonable design and analysis of the job and work to ensure that the performance indicators of various positions can be matched with the specific jobs and have the scientific evaluation and assessment on it. So the reasonable assessment is an important part of the distribution of enterprises. There is the need to guide the employees correctly when the company implements these indicators. The channel collection and feedback shall be provided actively and the coverage scope of these points need to be modified and improved. We also need to guide the employees to understand subjectively that the fairness of the assessment is relative. So let the employees arrange the dynamic evaluation indicators suitable for the development stage of the company and the departments with heads together.

To construct reasonable incentive factors

In the part three, it is mentioned that there are less incentive factors of the ZY company and the work enthusiasm of the employees are not stimulated effectively. Here the adjustment of the existing systems provided more incentive means suitable for the situation of the current stage of the ZY company. Of course, the first is the adjustment of the main salary structure of the material incentive. Salary is the important factor for the living security of the employees and is the important sign reflecting the employees' contribution. The salary structure shall concern about the living security of the employees but also is the reflection of the employees personal



contribution. Based on the actual situation of ZY and the results of the survey and interviews, the employees shall be motivated through the implementation of the basic idea of broadband salary with the combination off the project reward to make the wage promotion matched well with the personal performance, increase the consideration on the personal situation and reduce the job association, which can reflect the fair wages and incentive effect well.

To introduce the broadband salary mode

The traditional remuneration mechanism is often designed into various positions and the employees of this job almost have the same salary for no matter the technical level and work enthusiasm and other situation, which will lead to that the wages are relative fixed and can not help the enterprise to reward the outstanding employees in the salary. Especially for the employees perform excellent in long-term and improves continuously , it there is no job shift, their salary can not be improved greatly. This kind of salary design will cause that the enterprise must provide other job positions after the technical employees perform excellent to achieve the purpose of rewarding and improving the income of the employees. While the employees will feel inadaptable due to the job changes and the enterprises will find the employees perform not so excellent as before In particular, the transition from the technical positions to management need to solve lots of problems and many people can not adapt to the process. The enterprises will see that the employees can not perform so excellent as before and waste the talents. Under this kind of demands, the broadband salary mode is favored by the enterprise. The employees salary is available in a wider scope through broadening the floating range of the salary level. That is to say, the employees with outstanding performance will not lower than the supervisors and superior leaders with ordinary performance. So the employees can focus on the professional skill field they are good at fully. The personal development will not be constrained with no job position changes and one can develop continuously in the fixed position for long term. We need to focus on the limitation of the implementation of broadband salary when we see the advantage. First of all, the enterprises management basis is required to be sturdy and the basis needed by the implementation

to support the data; Secondly, the broadband salary system is more suitable for the enterprise to motivate the initiative of the employees. Second, the broadband salary system is more appropriate for the enterprise need the innovation and motivation of the employees to improve the work; Thirdly, the management of human resources is more scientific and the marketization degree of the wage system is relative high.

It can be seen from the analysis of the ZY company that the broadband salary system is suitable to be implemented in this type of IT companies. The marketization of the employees salary is very high and the creative work is the main content of the work. Therefore, combined with the human resources department's plan, the broadband salary system has been implemented in the company. The Hay-MST used widely internationally widely has sorted out company's more than 50 positions.

The position description of various departments is sorted out. The basic information needed by the is sorted out through the assistant and arrangement of the information such as job responsibilities, authority, job requirements and so on of each position of each department for a month. The detailed description of the contents is seen in the table 4 -5 which gives the case of position description.

<b>Job Title: R &amp; D Manager</b>
<b>First, Responsibilities:</b>
<ol style="list-style-type: none"> <li>1. Organizing the R &amp; D research of new projects</li> <li>2. Developing the R &amp; D program of projects</li> <li>3. Managing the R &amp; D process of the projects</li> <li>4. Testing management of the R &amp; D of the projects</li> </ol>
<b>Second, Qualifications:</b>
<ol style="list-style-type: none"> <li>1. Bachelor degree or above</li> <li>2. Computer software, computer applications, computer information management and other related professional</li> <li>3. Relevant development experience with more than 5 years , and management experience of 1 year or above</li> </ol>

4. Familiar with C / C ++; Familiar with JAVA, C # and other languages;
5. Familiar with the related knowledge of communication and Internet ;
6. Understanding mobile application development;
7. Good communication skills, provide action guidance for the relevant personnel ;
8. Able to withstand greater work pressure and challenges;
9. Good career skills and team management skills;

### **Third, Work authority**

Right of personnel administration:

1. Right to make recommendations to allocate, reward as well as the right of appointment and removal of the direct subordinate personnel
2. The decision power for the employees reward and punishment, appointment and removal, transfer of the team
3. The right to supervise, examine the work of direct subordinate personnel and adjudicative right
4. Right to assess the level of technical and development of the direct subordinate personnel

Financial rights

1. The right to use and approve the budget for the jurisdiction of the department
2. Right to review the extra-budgetary fees of the department under its jurisdiction

Business rights:

1. Rights to recommend, execute and supervise the R & D program
2. Rights of inspection and supervision in the implementation of the company's management system
3. Right to command the subordinate personnel and business operations
4. Supervision inspection rights of the work of subordinate personnel,

<b>Four: work coordination relationship</b>
<p><b>Internal coordination relationship:</b> product department, technical department, information support department, Ministry of Commerce, data department, testing department</p> <p><b>External coordination relationship:</b> technology supplier, training organizations</p>

**Table 4-5 Case of position description.**

The organization's assessment team scores the key positions. The evaluation calculation of the position for the Hay-MST includes three aspects: skill scores, problems solution scores and liability scores. The seven "experts" are organized in the company and taking the position description as the main basis, they are scored through the Hay-MST assessment with the understand of the company from different angle. The scores are counted through the scoring table of the knowledge and ability and then the scores of the problems solved will be given through the dimensions such as the problem solving ability and freedom needed by the position. At last, the liability scores of the position can be given. Putting the three factors in the formula, we can get the final scores of the corresponding positions. Then we shall determine whether the error coefficient is in a reasonable range and calculate the error coefficient through putting the error coefficient developed in advance in the scores given by each "expert". When the error coefficient is greater than the set value, the reassessment will be needed. All will be familiar with the process after one try and the position assessment score within the error coefficient can be obtained smoothly through the scoring of the Hay-MST. The wider salary range can be developed based the scores obtained from the position assessment and with the combination of the market sate and the salary of the employees can float in a reasonable range.

This design and scientific set salary range make the employees have no need to change the position for more attractive salary unnecessarily, which improves the healthy development of enterprises and provides the employees with a certain space. With the combination of the actual work condition, the role of incentive factors of the

salary can be given to better. The managers shall focus on the specific performance of the employees during the salary adjustment to promote the salary rather than provide higher position to achieve the purpose of motivation.

To implement the project bonus incentives

ZY company is the development-based company so the promotion of the project is the key for the research and development task of the company. Currently, the project team of the project team just have dinner to celebrate at the end. This is the hygiene factor in our analysis so the performance of all the employees in the project can not get different recognition. The averageism is more obvious in the project. The problems improvement in the project did not get the effective conclusion. For this weak point, we suggest to promote the project reward system which shall be implemented on the projects with the implementation scale consistent with a certain standard. The project plans are decomposed in details to form the network map and work tasks decomposition table the specific time used in the project implementation process corresponds to the performance of the employees assessed in the project in time table. So the first several employees with excellent performance will be issued with the bonuses with the combination of the detailed situation of the whole process, hoping that this incentive method can make the employees care about the process and quality of the project and encode the code in high level. At the same time, we shall not allocate the bonus to everyone for the bonus incentive, and that kind of way will change the incentive factors to hygiene factors to not promote the enthusiasm of the employees. There shall be a certain gap between the reward for the top and other employees rewarded, which makes the employees focus on and understand the purpose of the bonus payment actually. Then the employees can develop in the enterprise and at the same time, they will be rewarded and recognized for the additional efforts and contribution to motivate the enthusiasm of the employees. Please refer to the bonus ratio design of the customer service department mentioned in the above.

Under the premise of the establishment of the project bonus, the overall completion of the project on time is related to the immediate interests of each of the

employees involved, which will promote the active cooperation between employees. The employees will find the solutions to achieve the project goals actively. So the enterprise can give the team who cares about solving the problems truly and have the active promotion role in the promotion of the project implementation. Hence, the employees can be recognized clearly after achieving some results and this absorbs and implements the above-mentioned Huawei's successful experience to motivate the employees through the achievements. In the same time, those measures are favored by the Microsoft and are the aspects that the Microsoft advocates to motivate the employees through the internal sense of satisfaction.

To use stock option incentive

In the case of the lack of incentive factors for ZY above, two improvement measures for the incentives were designed which are the methods can achieve the results in a relatively short-term. Although the effect of incentive is more obvious and effective, the time of duration is relatively short. Here we suggest to implement the stock option incentive coupled with the first two measures. The option also refers to right of choice, which is the right to buy the demarcated thing with the agreed price within a certain time.

For the employee's option, we need to first consider how to price and the general calculation is that executive price = net earnings per share this year \* (1 + the average annual development rate of the company expected)<sup>n</sup> (option's exercise period). It can be seen from the calculation of pricing that the price of the option is N-order of the development rate of the company so the faster the company develops, the higher the profit of the owner of the options. So the owners of the options can share the profits brought by the company development. Most of the knowledge-based employees improve the enterprise development through the creative work and they can play a great promotion role in the development of the company. So when they are motivated by sharing the options of the enterprise development rate they can develop talent better to improve the development rate of the enterprises.

The value of the option can gain the additional profit with long time and faster pace of enterprise development so it can meet the profits needs brought by the

high-speed development of the enterprise of the enterprise owners, operators and knowledge-based employees. Therefore the employees can obtain the corresponding wealth via hard work and better improvements of the enterprise development speed, so as to form the long-term incentive effect on the knowledge-based employees.

To cultivate the employees and build learning organization

The learning organization can share the new knowledge fast and they continue to study to adapt to the rapid development of today's social technology. For the IT company, it is very important to establish the learning organization. Huawei advocates the member studying so the employees can be developed better through the learning and skill improvement. This is applicable to the ZY company in IT industry.

The company can consider to add input in the training. In addition dispatching the employees to take part in the training and learning of the industry's advanced knowledge, the company can invite the experts in the relevant areas regularly to report, which can enhance the exchange and connection of the employees and the advanced technology master to promote the learning enthusiasm of the employees.

The company can also improve the learning and sharing of the organization through the following measures. To encourage the employees share the work experience and feelings and thought about work-related affairs and so on and establish the regular meetings sharing time to have the sharing seminar regularly. Meanwhile, the manager shall take the lead to take part in actively to play a good lead role. The regular sharing in the meeting time offer everyone the mechanism to exchange and study actively. It provides the employees are willing to share with exchange chances and has the active promotion role for the employees who lack the sharing intention. This system make the knowledge communication within the organization as the normalcy. For the further improvement, a employee who is good at sharing and making briefs is assigned to coach the report before the sharing to make the participator introduce their ideas comprehensively and can be improved in the aspects such as mentoring and report skills and so on before the sharing. They can improve the briefs quality and formulation level in the sharing process and improve

the organization ability and communication ability of the information through several public reports, which can improve the project promotion and exchange better.

To organize the regular technical sharing within the company. The training is carried out through the suitable learning class prepared carefully with the department as the unit and the training instructors will be scored. The departments will also carry out the corresponding measures to reward the sharer with additional scores in the assessment circle. Meanwhile, the training course quality assessment among the departments will be implemented to urge the department manager to provide better training courses and create a group of internal lecturers of the company. The parallel comparison of the course quality can be established via the above measures. Then the employees can communicate the internal and external information of the company and share the industry information in time.

To create good working environment

The ability of employees can not be separated from the right platform and the the company is the platform for employees to develop ability. Therefore how to provide the employees with good working environment is an important condition for the ability development of the employees. Now the social labor division is more and more refined so the achievements can not be separated from the support of others and the cooperation of the team. Taking the development of a software product as an case, there at least need the cooperation of the links such as product design, coding development, UI cut plans, quality testing, problem modification, market delivery and release and so on and all the links have complex processed and high profession degree. It is impossible for the one to be almost familiar with the whole process so the creation of working environment with mutual help and equal communication is an important condition for the employees to develop the abilities.

The work efficiency and production efficiency of the work results of the employees can be improved through the improvement of these conditions, which can further stimulate the employees to feel proud about the products they developed to achieve self-actualization and improve the employee loyalty to the enterprise continuously for the improvement of virtuous circle.



To provide the relatively relaxed working environment

Based on the software development, ZY company relies on the creative thinking of the employees more to solve the problems. The employees forget to get off work for in-depth thinking for many times and some times, the employees need overtime work to deal with sudden system problems or to maintain the system in midnight to reduce the losses. It is suggested to implement the flexible working system to facilitate the employees to arrange time reasonably and solve the problems.

Xiao Guangqiang proposed that the knowledge-based employees have the characteristics such as independence, creativity, strong achievement motivation and mobility, etc. so we need in the management to pay attention to: providing the independent working environment so that they can complete the task actively under the system of established organizational goals and self-assessment; Emphasizing people first and carrying out the decentralized management rather than hierarchical management; Implementing the flexible work system; Paying attention to the individual growth and career development of the knowledge-based employees. It can be seen that the relaxed working environment is a positive factor that can be used to enhance the enthusiasm of knowledge-based employees and help them to achieve self-management. It can make the knowledge-based employee not be limited in certain regulatory framework badly and the employees can develop their initiative according to the actual needs.

Relaxed working environment allows employees to focus on their work, which is conducive to the adjustment of the mentality. Relaxed working environment not only contains comfortable material conditions, and the soft environment can be effectively adjusted is also important. This environment requires team managers to work hard and care the employees sensitively. At first, we need to believe that each employee has the specialty, to provide equal opportunities for exchange, to listen to the voices of employees, to value the specialty of the employees and provide the right environment so as to play to the strengths. Secondly, we shall help the employees to build spirit of self-confidence and responsibility and recognize the performance of the employees with clear verbal rewards for the achievements they obtained for some

times So the correct behavior of the employees can be strengthened and promoted; At last, it is needed to treat all the employees equally. Please treat others as you want to be treated.

To establish the continuous self-improvement environment

PDAC consists of the first letter of the English word Plan, Do, Check, and Action, that is, the clear goals shall be proposed and corresponding steps shall be developed at the very start to deal with the task. Then we shall implement the plan which is the implementation of the specific actions and steps. Then we shall check the deviation, that is, to sum up which can do better and which can be improved in the implementation process and then shall process the deviation in the next link. We shall recognize the successful experience and sum up and analyze the wrong lessons to reduce the error and improve the implementation results in the following task.

The continuous improved environment can be established through the promotion of PDAC. The employees can check the project with the PDAC idea and the process improvement as the common purpose at the end of the project to strengthen where they do well in. The more important is to clear what have been done poorly and how to improve it to make the working environment become more and more suitable for everyone to work together to create greater achievements. This can improve the process status quo that the enterprise did not sum up or has no essential improvement mode.

Spiritual motivation

Most of the company's employees are knowledge-based employees and they work to achieve the self-value after getting certain income. They pay more attention to the environment and development space provided by the enterprises and the relationship between colleagues in the work and the company's cultural atmosphere are the factors affecting them greatly. They hope receive attention in the enterprises and be trusted and authorized.

Employees have both material and spiritual needs, and compared to the material incentives, the spiritual incentives has the advantages that can provide more sustained incentives results. But the marginal effect of the material incentives will be

reduced with the increase of the income. Therefore, the rational use of spiritual incentives can not only make up for the shortcomings of the material incentives but also can provide methods better for the company to motivate the employees.

[Xiao Guangqiang. Management Strategy of Knowledge-based Employee. Enterprise Reform and Management. No. 2 2014(13-14)]

#### Honors and achievements incentives

The achievements incentives allow the employee to achieve great satisfaction from the work itself so as to improve their work enthusiasm continuously and spontaneously and to break through to achieve higher goals. The satisfaction comes from the difficulty of the completion of the work and the challenges also come from the awards provided by the community and enterprises.

All the employees hope that their performances can be recognized. In many times, the employees see highly on the appreciation from the leaders so as to have more chance to prove themselves and achieve self-value. The managers can set suitable challenging targets for the employees and give clear recognition and praise to the employees achieve the targets. Then the employees will feel successful. Then the manager can enrich the work contents to let the employees contact and learn different challenging knowledge. The continuous cultivation will make the employees have higher requirements of themselves to do better in the tasks they have. They will become the active employees and even excellent employees in the organization and become the example and benchmark for other employees.

The enterprises can have the assessment in the specialized fields through the design of activities with different goals. For example, the skills competition provides the employees the chance to exchange and compete. The employees get the honor through the efforts, which motivates the employees to further study in the relevant fields actively. And the honor is of great significance for the employees with higher position and the incentive effect on them are better. With the promotion, the incentive results of the honor will be more and more important but the design of honor shall consider the fairness.

#### Education and growth opportunities incentives

The above has mentioned the importance of providing better educational opportunities and suggested the suitable establishment methods. We still need further provide more effective incentives by combining incentives in the spiritual field. Management master Peter Drucker once said that the education and training of the employees are the driving sources for the development of the employees. So we can see the importance of education and training in the mentality and it plays important role in attracting and retaining employees in the enterprise. The knowledge-based employee hope the enterprise can offer outstanding learning and training conditions to continue to improve their knowledge and hope can update the knowledge structure through learning so as to improve the technical level and work ability to a new height. Based on this, they can keep the comprehensive strength and competitiveness in their career. Providing the knowledge-based employees with training can let them have better research in the expertise field and understand the industry's latest technology and development direction to provide power for the development of enterprises.

With the combination of the performance of employees, the differentiated training and growth opportunities are provided, which can enable the knowledge-based employees to improve themselves better to work more actively. The training provided to the employees with good performance will become a positive incentive factor to play the role of cultivating and motivating the employees for the enterprises.

#### Enterprise culture incentives

Employees have both material and spiritual needs, and compared to the material incentives, the spiritual incentives has the advantages that can provide more sustained incentives results. But the marginal effect of the material incentives will be reduced with the increase of the income. Therefore, the rational use of spiritual incentives can not only make up for the shortcomings of the material incentives but also can provide methods better for the company to motivate the employees.

The establishment of corporate culture is based on its material carrier and the expected interests of employees can be satisfied through the establishment of a reasonable culture, transformation of labor remuneration, various facilities,

performance appraisal mechanism so as to realize the employees motivation with through the way to motivate the job motivation of the employees. The employees can be guided to develop the ability through the guidance and restraint of the corporate culture.

Guide role of the corporate culture. Corporate culture is the common characteristic of the employees and is the values of the groups formed gradually in the long-term production practice. It allows the employees have the actions to be based on and followed up when they can not analyze the complex environment. It helps to the confusion of the employees caused by that the enterprises can not design the detailed process in the concrete details. Most of the enterprises advocate to wear work card which just is a mark but has no any function, such as open and go through the office area. There are lots of reasons for wearing the work card. For example, it can improve the enterprise's image to make the employees can give the visitors good images and so on. And there are many reasons not wearing the work card. Many enterprises can do good in such small case, which is the culture that recognized and done well by all. Therefore, reasonable corporate culture will have a positive guide and promotion role in the production.

The confinement effect of corporate culture. Corporate culture is the group's values, and has the relatively binding effect on each employee. The culture can tell employees what things can not be done and they will have serious consequences for the things that the enterprise firmly opposed to do. This series of values can be described in the file but also can be spontaneous. The enterprise system regulates some basic requirements, and the employee manual is an important point in the corporate culture. The employee manual clarifies how employees to work better under the way they advocate. The cultural atmosphere provided by the enterprise can help the employees to form the restraint between the employees and of themselves to reduce the action of opportunism tendency and ensure the development of the enterprise. How to form the corporate culture has positive significance on promoting the employees to reduce the business risk via cooperation. The enterprises can continue to cultivate and form a good culture through specific events to provide

positive momentum for the production and operation of enterprises.