



**RESEARCH ON THE INCENTIVE STRATEGY OF ZY
EMPLOYEE**



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RESEARCH ON THE INCENTIVE STRATEGY OF ZY EMPLOYEE

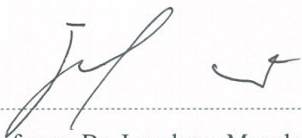
Thematic Certificate

To

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Abstract

Title: Research on the Incentive Strategy of ZY Employee

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The employees of the enterprises is a key factor in the success of the company so how to motivate the employees effectively has been the most important problem that a enterprise needs to think about.

Taking the ZY company as the study object, this paper compares the non-salary motivation and wage motivation through the research on the psychology theory, motivation theories and economics and so on. According to the analysis of the characteristics of knowledge-based employees and the motivation factors on other aspects, it obtains the first-hand information with the combination of questionnaire survey to analyze the knowledge-based employees of ZY company and concludes some incentive strategies and shortcomings successfully. Based on the fact, a set of scientific and reasonable incentive strategy for the knowledge-based employees with operability.

Based on a set of the incentive strategy of ZY company, the main improvements proposed in this paper are: the organizational culture for the exchange innovation of the knowledge-based employees is established to motivate the employees through the achievements and develop and improve the employees specifically through offering better chances and development. And the following achievements have been obtained:the limitation of the different incentive mechanism have gotten via the structure of the knowledge-based employees and the summary and

摘 要

题目: ZY 公司员工激励策略研究

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企业员工是决定一个公司成败的关键因素，如何有效地激励员工，已经成为企业必须思考的最重要的问题。

在本文中，以 ZY 公司为研究对象，通过心理学理论，激励理论，经济学等方面的研究，对非薪金激励和薪金薪酬进行了比较。通过知识型员工的特点和其他方面的激励因素分析，结合问卷调查获得第一手信息分析 ZY 公司知识工人，并成功的得出一些激励策略方法和不足，结合实际，修改和设计了一套科学合理的和具有操作性的知识员工激励策略。

本文提出针对 ZY 公司的一套激励策略，主要的改进是：创建一个让知识型员工交流创新的组织文化，通过成就激励员工，通过提供更好的机会和发展有针对性的对员工发展改进。并取得以下成果：通过知识型员工的结构及相应的管理策略的总结和分析得到不同的激励机制的限制。提出知识型员工的非薪资激励和薪资激励在 ZY 的实施策略，比较了薪金激励对比非薪金激励具有显著的优势，指出建立工作氛围鼓励，使以知识为基础的员工能够得到他们需要的提高沟通效率，并使用了非薪金的激励措施有针对性的管理方法。为企业留用和发挥员工的才能，以创造更大的价值提供参考。

关键字: 员工激励, 知识型员工, 激励策略

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CHAPTER 1

INTRODUCTION

1. 1 Research background

At the beginning of the 20th century, the employee was managed as a pure "economic man" in the Management. The general management theories are based on the idea of Frederick Winslow Taylor who proposed to use the scientific management model to change the employees into "machine" and improve the skills to achieve the purpose of efficiency improvement, which make the "industrial stage" expressed by Chaplin became the typical portraiture of that time. This kind of mode makes that the psychological need of the employees can not be taken seriously and put more simply, it is to manage the employees through the mode of "carrot and stick" to forced control the employees.

In the late 1920s and early 1930s, a group of scholars led by Elton Mayo, a professor of psychology at Harvard University, taking the problems of human emotions and interpersonal communication in business management as the research object, came to a conclusion through a large amount of experiments research that:the employees not work to pursue the material life but the sense of security between people, sense of belonging, the self-satisfaction of the respected team and other psychological needs are more needed by the employees, which requires the manager can not manage the employees mechanically. The business managers are required to not only meet the material needs of employees but also pay more attention to psychological and spiritual needs. In particular, due to the rapid development of knowledge-based economy, the knowledge-based employees are the ablest employee team who can improve the production efficiency and competitiveness best and more and more of them have been the backbone of the enterprise, which needs the managers take the knowledge-based employees as the key factors in the success of the enterprise.

Frances Horibe, a Canadian scholar said: in a word, the knowledge-based

employees use brain as much as the hands when they create wealth. They bring the added value to the product via their own creativity, analysis, judgment, synthesis, design." In this concept range, the departments for the managers, professional technicians, and salespeople belong to the scope of knowledge-based employees. Currently, many high-tech enterprises at home and abroad have been attaching importance to human-based management of the employees and require to know the deeper motives of the employees and mine and give play to the knowledge-based employees. The emotional investment on the knowledge-based employees who need to be understood and respected shall be increased and at the same time the enterprises shall offer them the strong corporate culture. With the development of IT technology, the number of knowledge-based enterprises grow fast. The typical characteristic of these enterprises is knowledge-intensive type rather than labor-intensive type and the outstanding feature is to rely on talents. The development of this kind of enterprise, rational use and solution of the scarcity of technical personnel, liquidity are the main problems. In the IT industry, as pointed out in the 2011 IDC global research report, the global IT industry will add 7.14 million new jobs in the next four years most of which will be in China. According to incomplete statistics, the IT practitioners in China at present have been over 4.23 million. The average age of the existing employees of computer enterprises in China is under age 30 generally with the working time of 2-4 years and the liquidity ratio has been reached as high as about 20%. The ability to stay on the cutting edge, attract the talents, use the talents and retain talents will decide the survival and development of enterprises directly. Tampoe, the knowledge theory expert concluded the first four factors that motivate knowledge-based employees through extensive research are personal growth (about 34%), job autonomy (about 31%), business success (about 28%), money and wealth (about 7%).

Therefore, we shall pay more attention to the knowledge-based employee to promote their career development, and provide challenging work and he opportunity to learn new knowledge to promote the self-improvement better. They need to pursue the autonomous right in the career and need a more effective way to innovate so as to

fulfill the tasks that the business gives to them. We shall not motivate the knowledge-based employees use money simply and shall focus more on the growth, development and future achievements based on the characteristics of the staff.

1.2 Research Objectives

The employee is the key factor in the success of the enterprise so how to motivate the employee effectively has been the primary problem that all businesses must seriously think and face. And the effective motivation on the employee is always the hot issue studies by the managers. In recent years, many enterprises have established and introduces the feasible incentive strategies gradually with the development of the human resources to achieve the purpose of evoking, promoting and affecting the employees' will. So the employee's purpose can be consistent with the enterprise's goals and the vitality of the enterprise can be created through the rational allocation of maximum values of the human resources. The professor William James of Harvard University found that under the case of the absence of scientific and effective incentives, the only 20% -30% of human potential can be given play while the scientific and effective incentive strategy can make the employee to give play to the another 70% - 80% of the potential. Currently, for many small and medium enterprises, there exists mistaken area in employee motivation and they think that the best motivation for the employee is to give them enough wages.

The Motivation—Hygiene Theory proposed by Frederick Herzberg, the American well-known management scientist, psychologist divides the factors affecting the enthusiasm of the staff work into two categories: Hygiene factors and motivation factors. The so called hygiene factors are the factors cause the dissatisfaction of employee. Its improvement can relieve the employee's dissatisfaction but these factors can not make the employees feel satisfied and motivate their enthusiasm. The monetary compensation used in the former incentive misconception is one of the hygiene factor. The increase of the wage of the employee just can avoid dissatisfaction of the employee but can not inspire the enthusiasm of the employees effectively. It certainly can not stimulate the employee's ownership. What's more, the wage has the rigid feature for rise not drop. The reduction of the

wage must result in the dissatisfaction of the employees or even go-slow. Herzberg calls it a "maintenance factor" because it can only keep the employees in an unsatisfactory state but can not make the employees satisfied.

1.3 Research Significance

There are mistaken area in the working enthusiasm motivation process of many small and medium-sized enterprises and they think the best motivation for the employees is to provide them with sufficient salary compensation. The Motivation—Hygiene Theory proposed by Frederick Herzberg, the American well-known management scientist, psychologist divides the factors affecting the enthusiasm of the staff work into two categories: Hygiene factors and motivation factors. The so called hygiene factors are the factors cause the dissatisfaction of employee. It can ease and remove the dissatisfaction of the employees but these factors cannot make the employees feel satisfied and stimulate their enthusiasm. The mistaken area of motivating the employees through the monetary compensation is to increase the wages, which just is the hygiene factor avoiding the dissatisfaction of the employees but can not inspire the enthusiasm of the employees effectively and the employee's ownership. What's more, the wage has the rigid feature for rise not drop. The reduction of the wage must result in the dissatisfaction of the employees or even go-slow. Herzberg calls it a "maintenance factor" because it can only keep the state to reduce the dissatisfaction of the employees but can not make the employees satisfied. Therefore, the effective motivation of the talents can develop the talent and wisdom of the employees to the largest extent, which is the important factor for the enterprise to keep their competitiveness in the competitive environment; In addition, the effective motivation strategy helps to cultivate corporate culture to improve employee loyalty so the research and improvement of the incentive strategy has great significance to the development of enterprise human resources.

Using the incentive strategy scientifically, the enterprise can not only avoid over-reliance on material factors used in the incentive strategy for the employees but also can stimulate their enthusiasm and identity with less money and better effect to make lager value for the enterprise. Only the career planning and management taking

the employees' work as the most important resources, focusing on the needs of humanity and taking the success in the future as the main content can give play of the their own team strength for the enterprises effectively and continuously improve the competitiveness of enterprises. Based on the characteristics of ZY employees, this paper illustrates the positive and irreplaceable role of the non-salary factor in the employee motivation of the knowledge-based employee-oriented enterprises through the analysis of the actual situation of the enterprises.

1.4 Theoretical Framework

With the coming of the era of knowledge economy, the human resources management based on the motivation of knowledge-based employee has been the core issue. How to establish the scientific employee incentive strategy to realize the motivation of employee innovation to promote the development of new high-tech enterprise? How to make the enterprises to adapt to the fierce market competition? How to establish a more scientific reward system? Practical problems require theoretical guidance. The theoretical research of international academic research has already have a huge amount of theoretical and practical research and achieved abundant accomplishments, which arranges the existing incentive theories and absorbs the essence. The accomplishments not only provide the knowledge-based employee motivation of new high-tech enterprise in China with the theoretical reference but also play a actual and positive role in the employee motivation.

The continued refinement of labor division and trade and economic development have brought the issues of efficiency and incentives. The motivation theories are the core theories used to deal with the relationship between demand, motivation, goals and behavior for the behavioural science and the motivation theory is the behavioural science which determines the behavioral objectives of people through the demand of human motivation. The motivation has effect on the psychological activity of the human to inspire, promote and enhance the human behavior. The motivation theory is the theory for performance evaluation, which explains why performance evaluation can help improve organizational performance

and what kind of performance appraisal mechanism can provide an important basis for organizational performance improvement.



CHAPTER 2

LITERATURE REVIEW

2.1 Management Motivation Theory

2.1.1 Contingency theory

The basic meaning of contingency theory refers that the employees shall be motivated based on the situation so as to suit various teaching stages, locations and the employees. The representatives in the west are emergency contingency model of Feidler, Objective-method theory of Winehouse and so on. They discuss how to match the leadership behavior with the actual situation through the analysis of the situation caused by the main influencing factors.

2.1.2 Synthesizing Theory Model

The "Synthesizing Theory Model" of Robert J House integrates the above incentive theories together through a model, which emphasizes the intrinsic motivation of the task itself and takes the motivation due to the extrinsic reward obtained because of the completion of the task and so on. The integrated motivation theory proposed through the research on the factors triggering the motivation and the psychological process is the integration of the content type and process type motivation. The typical is the synthesizing theory model proposed in 1986 with the Porter and Lawler as the representatives and it is divided into two parts as the internal and external. The external stimulus includes wages, working conditions and corporate policies while the internal motivation contains social, psychological factors, such as peer relationships, and recognition etc.,. They think the motivation is external stimulus, such as the personal internal conditions, behavior and interaction process. The motivation contains the external and internal two parts. Wages due to the motivation lead to compensation which then leads to satisfaction and the improvement of incentive mechanism has provided the managers with a clear, systematic thinking path.

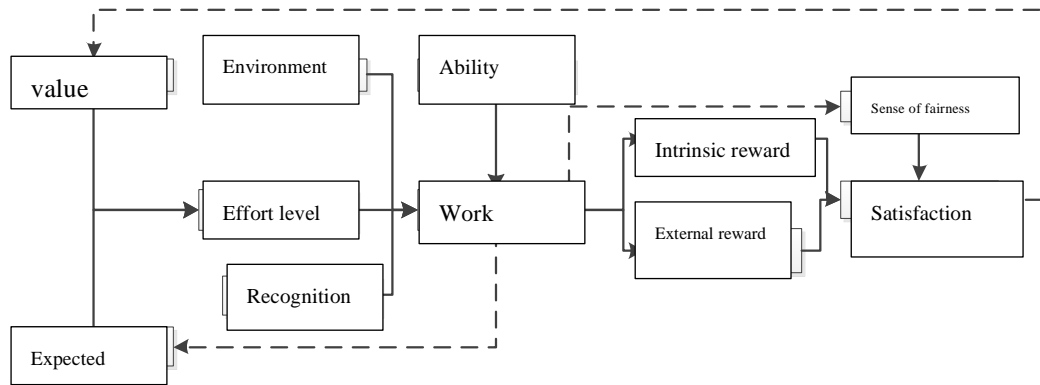


Figure 2-1 Synthesizing Theory Model of Porter and Raul

2.2 Economic Motivation Theory

Since 1970s, a great improvement in the economic development was the economic theory which formed the Western economics, information economics genre together with the game theory, asymmetric information theory and the human capital theory. The motivation of economic theory is mainly seen from the transaction costs theory, equity theory and agency theory and the motivation issue of a enterprise focuses on how to design a effective mechanism to motivate agents or contract execution enthusiasm, which can be summarized as team production theory (Alchian and Demsetz, 1972), agency theory (Jensen and Macklin, 1976) and tournament theory (Lazir Rosen, 1986). The team production theory and principal-agent theory consist a profit sharing and stock ownership incentive and other incentive measures realize the yield-risk based incentive. They believe that the remuneration of human capital owners must include risk income, otherwise the agent is prone to lazy, resulting in moral hazard for other behavior and the team interest of the principal or interest can not be maximized. Team production theory mainly emphasizes obtaining residual claim and providing to the supervisor and the principal-agent theory is the incentive to the agency which chooses the most favorable action and decision of the principal with the incentive of the agency. The tournament theory takes the promotion as the incentive chance for the human capital design, which mainly focuses on the economic research of the three perspectives and the issue of incentives and constraints for senior managers but ignores the compensation for other levels and the overall pay

system design for the enterprises.

Principal - agent theory

In the past 20 years, for the analysis of incentive issues, the most effective and most common economic analysis tool is the principal-agent theory which offers the economic framework of incentive research. The agency relationship refers to a contract in which a person or more person (ie a principal) employs another person (ie an agent) to represent them to implement the specific service, including some decision-making powers to be entrusted to an agent. This theory is mainly used to explain the relationship between the business owner and the operator from the economic theory. If the first inner level of the agent relationship between the owner and operator is called the principal-agent relation then the principal-agent relation for the owner, managers or the knowledge-based employee within the employees is the principal-agent relation of the second level. As the agent, high-tech employees mainly engage in brainwork so it is hard for the enterprise to master their effort level. The existence of the principal-agent relationship requires that the client and the operator, as the principal, must design an effective incentive contract to allow the knowledge worker enjoy a certain residual value claim and take part in the distribution of the enterprise's value so as to stimulate and encourage them to choose the most favorable action for the enterprises.

Team production theory

The team production theory was first put forward by Alchian and Demsetz, the American economists and so on and the main view of this theory is that the input of the production factor is not a simple product mix. The attribution of production factors can not be arranged through the simple addition of the production factors, instead, it belongs to a team rather than a member of the individual teams. Specifically, the enterprise can be taken as the "team production" method and the team's production methods must meet three conditions: First, the production activities must be carried out in the way of the team. Secondly, the input production of various resources must have the "team specialty". Thirdly, the yield of a team is a economic indicator, referring as the collective product so it is hard to be distributed to the

members accurately. Under the condition of the absence of oversight and incentives, team members tend to consume more time for relax rather than working hard. They choose lazy and free ride but the performance appraisal, salary design, distribution of surplus value of the each team member seems to be extremely important. Armen Albert Alchian, in his research, put forward to achieve the purpose of the improvement of the working efficiency through the supervision and reward.

Tournament theory

Tournament theory is proposed by Razier and Rosen and it points out that the salary increase and promotion will affect the enthusiasm of the employees on the job positions. The employees will be motivated by chances for promotion and salary increase and make efforts to be promoted if the promotion results are not clear. Therefore, the theory advocates the employee motivation through promoting and salary increase.

This theory puts the competitor in the game and take the relative performance as a determinant of their performance rankings rather than objective performance itself through putting the manager on the game. In other words, the salary received by the manager not depends on the absolute level but on the relative level compared with other managers. If we win we will get high salary. Hence, high wage is for the manager who won in the competition. Although the winner does not necessarily have a significantly higher productivity than the loser, it is certain that who won the competition. It is impossible for the competition not focus on the difference in productivity between them. Why we have this design? The theory points out that to pay the manager who won(of course, the CEO is the winner of the game) with higher salary can make them make the greatest effort under the temptation of high wages. But on the other hand, the more important points is that this will inspire the level under manager to make efforts for the winning to get higher salary. That is, higher salary for the senior executive not mainly motivate themselves but their subordinates.

Human capital theory

The human capital theory is a representative and important theory put

forward by Schultz and Becker. Schultz led the team to break through the traditional theory which is just limited by the physical capital. He divided the capital into human capital and material capital and points out that the human capital is the capital embodies the human. The main contents contain: Human resources are the most important resources in all resources and the human capital theory is the core issue of the economic. During economic growth, the effect of human capital is greater than it of the material capital. Due to the diversity for the formation of human capital and property ownership right, so it can get the surplus of the enterprise. To improve the development and economy application of human capital is almost the only effective way to meet the salary requirements of human capital. A a long-term institutional arrangement with the remaining claims, the human capital has the right to take part in the distribution of human capital value for the appropriate reward system.

2.3 Related theories

Hierarchy of needs theory

Maslow proposed the hierarchy of needs theory as early as the 1950s for the first time. American psychologist, Maslow believes that the human needs can be divided into five levels, namely, Physiological needs, Safety needs, Social needs, Esteem and Self-actualization needs from low to high. Every is equal for these five levels. Although every one has the needs of the five levels, one of the needs becomes the main need for the incentive action in the same time. Only the lower basic needs are met the next higher needs can be the dominant need. When the people achieve the highest level of Self-actualization they will obtain infinite action motivation. Therefore, for Maslow, no one can achieve the Self-actualization fully. Based on this theory, if you want to motivate others, you shall try to understand the needs of which level of him and then try to meet the needs of this level and higher level.

Clayton Paul Alderfer's ERG theory

For the shortcomings of empirical research of hierarchy of needs theory, the Yale University professor, Clay Alderfer proposed the ERG theory through the improvement of hierarchy of needs theory of Maslow and believed that the human has three core needs: existence needs, interaction needs and grow-up needs. The existence

needs involve the basic physical existence needs of the public, including Physiological needs, Safety needs of Maslow and the second is the interaction needs that is the needs to maintain the important interaction, which correspond to the Social needs, Esteem of Maslow and is one of the important strongpoint for the social needs. The third need is the grow-up needs, that is the internal personal development needs, including intrinsic components of some of the features of Maslow's Esteem and Self-actualization needs. Alderfer inherits the concept of Maslow containing the rising and hierarchy theory but he also puts forward two important revision: one is to accompany the above Maslow needs law with new frustration mechanism, that is, if there is no setbacks for the grow-up need of the highest level, the need of the next level will reappear and become the dominant relationship between the needs. The interaction also has the same relationship, namely, needs have the similar relation with the lower existence needs between them. Different from the hierarchy of needs theory of Maslow, ERG theory has confirmed the needs of more people. If the needs of higher levels can not be met through the efforts then meeting the needs and desires of lower levels will be more intense and replace the needs of high-level to become the leading factor in the behavior of people. Decades of research have shown that ERG theory is more realistic and is a more effective view of the need.

David McClelland's achievement need theory

On the basis of absorption of Maslow's theory, David McClelland put forward the "achievement need theory" which divides the needs related to the work into achievements, affiliation need and power needs and point out the needs theory that the achievements has close relation with working results and performance. Achievements and affiliation equal to the social needs and Self-actualization needs of Maslow and the latter rights represent the needs affecting and controlling others. The research of McClelland shown that the achievements has close relation with working performance and achieved a series of results. He has proposed the method to inspire the employee's needs and also pointed out that the power and rights of friendship have a very close relation in obtaining success of the managers.

Expectation theory

Vroom's expectation theory believes that, the positive rating of a behavior intention is determined by the consequences may lead by the behavior and at the same is determined by the attraction of the consequences for the actor, that is, the work can achieve good performance assessment through the employee's efforts. He will be motivated and make greater effort and show excellent organizational performance and the performance evaluation will bring incentives such as bonuses, salary increase or promotion. The organization reward will meet the individual goals of the employees. With the conclusion of the contents in salary, the expectation theory thinks that the improvement of the employee's salary through the improvement of the performance will promote their working enthusiasm and enhance their job performance motivation. In a word, once the employees get the corresponding pay compensation to meet certain needs, the incentive role can be given played to.

Adams' "fair theory" holds that a person is satisfied with his reward not just depends on the absolute value but the relative value from the social comparison or historical comparison. That is, the employees will compare the contribution and remuneration with the known person with the similar contribution. If the ratio between the two is equal then it is considered fair and reasonable and satisfied. The fair theory has important significance. The incentive effect we can achieve not only depends on the absolute value of the incentive effect that affects the salary but also relies on reward of relative value heavily. Secondly, the incentive shall be fair to make the incentive calculation method. Although there is error which is hard to remove, it will not cause serious sense of injustice.

Two-factor theory

The two-factor theory of Herzberg points out that part of the work environment factors and health factors or conditions and other factors can only remove the dissatisfaction of the employees but can not motivate their enthusiasm. But other factors which can inspire the enthusiasm of the employees and meet the requirements of connecting the other part with the working contents together closely are called incentive mechanism. It also points out a theory has important guiding

significance to pay incentive, which mainly shows in pay structure, basic salary and welfare which are basically healthy factors. They are relatively stable, and only rise in principle. Or the employees will feel dissatisfied and their work enthusiasm will be affected. The proportion of the total remuneration of payment performance awards and other areas shall be assessed to improve the working satisfaction of the employees, so as to improve the work efficiency and make the pay incentive play a role actually.



CHAPTER 3

RESEARCH METHODS

3.1 Research design

Selecting the knowledge-based enterprise, ZY company as the research object, this paper focused on the prominent characteristics of its knowledge-based enterprise. Using the methods such as interviews, questionnaires, analysis and so on, this paper analyzes the incentives Mechanism, information communication, personnel training and other aspects according to the solving ideas of questioning, analysis of question and solution of the question to conclude the main problems of the current knowledge-based employees in the non-salary incentive mechanism and learn from the successful experience of similar enterprises. According to the theory and method of application of modern human resource management, it proposes the countermeasures and suggestions for further improvement of non-salary incentive mechanism of the knowledge-based employees in ZY company. The purpose of the paper is to further improve the human resource strategy of the company on the basis of incentive system research of ZY company dominated by knowledge-based employees and to provide practical suggestions and measures to achieve the purpose of motivating employees. Meanwhile, this paper provides reference for the other knowledge-based employee dominated enterprises to improve the efficiency through the non-salary incentive and also provides some ideas and reference for the more applicable human resources management.

3.2 Data collection methods

Questionnaire and interview methods: With reference to the previous research models, taking a variety of incentive factors and employee psychological needs as a design dimension to sort out the problems, the method of anonymous questionnaires is used to obtain the weight of the incentive factors and the management theories are applied to improve the incentive strategies. The employee 's advice, expectations and effects on the incentive strategies can be understood through the employee interviews.

Literature search method: the relevant information can be searched through the key words "knowledge-based employee, incentive strategies, incentive system" so as to understand the recent theoretical system and research results.

Case study: The empirical research is carried out on the development and changes of ZY company and its human resources to compare the effectiveness and conclusions of its incentive system.

3.3 Data analysis methods

Descriptive statistics: The data is collected through the use of questionnaires and interviews, literature search, case studies and other methods to collect the data for the statistics to obtain the relevant data needed.

3.4 Research process

The research process in this paper is as follows:

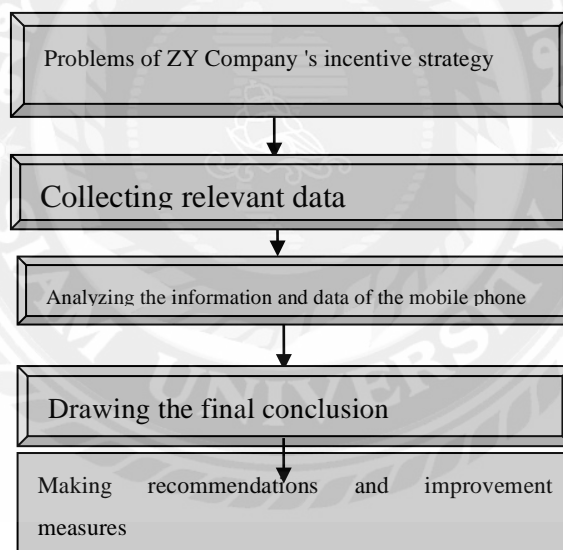


Figure 1 Research process in this paper.

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 in lacking. The new employees start the actual work only with the introduction of the elderly but have no a 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.

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

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indicators. So the advocacy that the quality is the first of the company can be implemented and it has the reference significance for the establishment of the assessment indicators for the similar enterprises to manage the knowledge-based employees.

Compared to the knowledge-based employee in the Ministry of Technology, the different customer service sector is taken as the object and the different incentive methods are used. As the work contents of the customer service sector are more conventional so the problems are solved according to the process. The distinguishment among the contributions to the company replies more on the communication attitude and so on. Therefore, the assessment method focusing on the recording quality has been designed. In addition to the incentive way to adjust the salary through the routine assessment with half a year as the circle for the company, the assessment way focusing on communication sampling with one month as the small assessment circle is established to assess and reward the performance of the employees in the customer service sector in this month in time. The assessment system evaluates the recordings through recording sampling with one shift one person one day and the use of the assessment points in table 4-4. The assessment will be sent to the department managers in mail and the manager will count the total score at the end of the month.

Service Skills (18 points)				Listening comprehension (18 points)				Business Skills (24 points)													
Spe	Uns	Say	Not	Lan	Quest	Fail	Ans	Inat	Rep	Ass	Refil	For	Let	Not	Uns	Do	Ans	Can	Stig	Co	Can
ed	tabl	seri	ing	clea	gua	ion	ed	wer	tent	ly	umee	esta	the	flex	kill	not	wer	not	ht	mm	not
too	e	ous	wor-	cuge	the	to	ing	ion/	the	sub	islo	ll	custi	ble	ed	/kno	ing	sol	ve	itm	provid
fast	mo	or	ds	t/co	org	custo	takethe	awkc	cuts	ecti	w/c	othe	meand	not	w	the	e	r,	ent	e	a
or	od	/laug	not	ncis	aniz	mer's	thecust	war	tom	vely	an	r	r	acti	stan	or	que	the	palt	to	reason
slo	loss	h	share	/atio	questi	on	med	ers	in	not	spe	wait	ve	dar	unf	stio	comer	custa	ble		
w	of	mer	p/pr	con	n	ison	orativ	r	stle	in	corr	aker	for	in	dize	ami	n	ismo	to	ome	and
enthrily	onu	vinc	less	askin	e	to	wit	nce	wor	ecl	s/ar	a	deal	d	in	liar	not	n	the	rs	effecti
usain	nciain	g	smog	the	apol	hou	in	ds	the	und	aril	g	writ	ing	the	wit	acc	que	cust	bey	ve
sm	ans	tion	in	oth,	custo	ogiz	t	the	uniti	erst	y	tim	h	writ	busi	h	ur	stio	ome	ond	solutio
whewer	ans	uno	mer	e	to	veri	pro	mel	and	dis	r	e	in	the	ope	pro	not	in	ns	the	n
n	ing	wer	rga	questi	or	fica	cessy	in	the	upt	ans	que	rati	duct	com	one	pre	tim	onsi	custom	
enc	the	ing	nize	ons	con	tion	ing	the	exc	cust	the	wer	stio	on	pre	tim	bil	ters	in		
oun	que	the	d	or	fort			han	ome	cust	ing	ns	pro	hen	e	y	case	of			
teri	stio	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.

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

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,

Four: work coordination relationship
<p>Internal coordination relationship: product department, technical department, information support department, Ministry of Commerce, data department, testing department</p> <p>External coordination relationship: 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 is 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) ^ (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.



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