



**STUDY ON COUNTERMEASURES FOR IMPROVING EMPLOYEE  
INCENTIVE MECHANISM**

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INCENTIVE MECHANISM**

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## Abstract

The increasingly fierce competition makes the company pay more attention to talent discovery. In terms of talent team construction, the company should not only focus on attracting talents but also focus on retaining core talents. Only in this way can the company gain advantages in the fiercely competitive environment. A scientific and feasible employee incentive mechanism can not only fully stimulate employees' enthusiasm, tap their potential and value, enhance their cohesion, and promote the improvement of the company's production and operation efficiency but also retain and attract talents. Taking Ganzhou Jiaxing Design Consulting Co., Ltd as an example, this paper first clarifies the research background, purpose and significance, research status, research ideas, and research methods of incentive mechanisms at home and abroad. Then it puts forward the main framework of the paper. Then it explains the relevant concepts and theories of motivation and introduces the current situation of employee motivation mechanism in Ganzhou Jiaxing Design Consulting Co., Ltd. Through the analysis of the satisfaction questionnaire of Ganzhou Jiaxing Design Consulting Co., Ltd's employee incentive mechanism, the existing problems of Ganzhou Jiaxing Design Consulting Co., Ltd's employee incentive mechanism are summarized. The reasons were analyzed, and then the improvement scheme of Ganzhou Jiaxing Design Consulting Co., Ltd's employee incentive mechanism was proposed and put forward guaranteed measures for the effective implementation of the improvement plan.

**Keywords:** Incentive, Improvement Countermeasures, Human Resources

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## Declaration

*I, Yuan Jifeng, hereby certify that the work embodied in this independent study entitled "Countermeasures for Improving Employee Incentive Mechanisms" is result of original research and has not been submitted for a higher degree to any other university or institution.*

YUAN JIFENG

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# 1. Introduction

## 1.1 Background

Since the 21st century, with the rapid development of the world economy, various types of enterprises are constantly emerging, and the pressure of competition between enterprises of the same type is becoming increasingly fierce. In the production and operation of enterprises, managers have gradually realized that the core resource of enterprise operation and development is human resources, which is an important factor for enterprises to stand firm and maintain core competitiveness in the fierce market competition, It is also an indispensable factor for the industry to achieve its business development goals and achieve sustainable and long-term development (Chen, Xing&Sun, 2021). The development, utilization and management of human resources cannot be separated from an effective incentive mechanism. The establishment of a sound incentive mechanism can improve the core competition and grasp more competitive advantages (Han, 2021).

The essence of competition is human competition, and the essence of enterprise competition is human resources competition(Jing,2020). If an enterprise has a scientific, perfect and feasible incentive mechanism, the management level of human resources can be greatly improved, the enthusiasm of employees can be stimulated, the subjective initiative can be fully played, the potential and value can be deeply explored, the enterprise is determined to innovate and keep forging ahead, so as to improve the core competitiveness of the enterprise and achieve the established business development goals. Humanistic management is the basis and premise for building an incentive mechanism. All employees participate in the operation and management activities of the enterprise and fully utilize and deeply tap the potential value of human resources, which can not only realize the personal growth of employees, but also promote the sustainable development of the enterprise and achieve mutual benefit and win-win results. At present, China's human resources management is still at a relatively low level, and there are still many problems to be solved. Establish a sound incentive mechanism, deeply tap the potential and value of all employees, so that employees can have greater enthusiasm when



working, work with a more positive attitude, and better help the enterprise to achieve development (Wu, Lian,&Hu, 2022).

## **1.2 Research problems**

Ganzhou Jiaxing Design Consulting Co., Ltd. has made some good achievements in the field of communication technology services, such as complete qualification system, expanding business scope, expanding cooperation areas, etc. The company's scale and comprehensive strength have made considerable development. However, Ganzhou Jiaxing Design Consulting Co., Ltd. still has many problems in many places, such as the lack of strong enough competitiveness, the business ability of the enterprise is not strong enough, and the service level needs to be improved. First of all, in addition to the core technology, the company has a lot of gaps with some advanced communication technology service companies at the national level and in the southern provinces in terms of the reserve of high-end talents, the innovation level in science and technology, the brand of the enterprise, and the number of key products, and can not clearly position its own advantages(Fu,2020). Secondly, the grass-roots team of the company also needs to improve the implementation level of relevant systems in the company, and should also strengthen the management of the company's partners and enhance the ability to operate and analyze relevant businesses(Hui&Zhang,2019); The Company treats its branches in the province differently from those outside the province. It also needs to strengthen support for its branches outside the province in many aspects, such as market development, technology, work and living environment. Finally, employees need to further improve in maintaining customer relations, strengthen classified management of the company's customers, provide more refined services for customers, and improve their awareness, methods and attitudes in serving customers(Gentner,Loewenstein,Thompson&Forbus,2019). Compared with the development level of the company, the company lags behind and lacks in customer management capabilities. In order to enhance the competitiveness of Ganzhou Jiaxing Design Consulting Co., Ltd., give play to the positive initiative, creativity and potential of employees, improve the efficiency of the company, and realize the sustainable development of the company, it is necessary to develop an effective employee incentive mechanism improvement

plan for Ganzhou Jiaying Design Consulting Co., Ltd. The following research questions are set for this article:

1. What are the current problems of Ganzhou Jiaying Design Consulting Co., Ltd. in motivating employees;
2. Reasons for the problems of Ganzhou Jiaying Design Consulting Co., Ltd. in motivating employees;
3. Propose measures to improve the incentive of Ganzhou Jiaying Design Consulting Co., Ltd.

### **1.3 Research purpose**

The article combs the theories related to incentive mechanism and relevant research results in the academic circle, laying a theoretical foundation for the research on incentive system of Ganzhou Jiaying Design Consulting Co., Ltd. In the form of employee incentive mechanism satisfaction questionnaire, through extensive surveys to explore the current problems of Ganzhou Jiaying Design Consulting Co., Ltd in motivating employees, analyze the causes of these problems, develop targeted improvement plans, and finally propose safeguards for the effective implementation of employee incentive mechanism improvement plans. To this end, the article proposes three research objectives:

1. What are the current problems of Ganzhou Jiaying Design Consulting Co., Ltd in motivating employees?
2. What are the reasons for the problems of Ganzhou Jiaying Design Consulting Co., Ltd in motivating employees?
3. What are the effective measures to improve the incentive system of Jiaying Design Consulting Co., Ltd?

### **1.4 Scope of study**

Based on the actual situation of the employee incentive mechanism of Ganzhou Jiaying Design Consulting Co., Ltd, this paper analyzes the questionnaire by using the method of satisfaction questionnaire. Guided by the theory of incentive mechanism, combined with

empirical analysis, it puts forward improvement countermeasures for the employee incentive mechanism of Ganzhou Jiaxing Design Consulting Co., Ltd. First of all, the specific situation of Ganzhou Jiaxing Design Consulting Co., Ltd is introduced in detail. Then, through the incentive mechanism satisfaction questionnaire, we investigate employees' satisfaction with the incentive mechanism of Ganzhou Jiaxing Design Consulting Co., Ltd, summarize the existing problems, and analyze the reasons for the problems. Secondly, it discusses the problems existing in the incentive measures of Ganzhou Jiaxing Design Consulting Co., Ltd from different angles, and puts forward corresponding countermeasures against the causes of these problems. Finally, the corresponding safeguard measures are proposed to ensure the smooth implementation of the employee incentive mechanism, guide Ganzhou Jiaxing Design Consulting Co., Ltd to implement the incentive mechanism, and achieve good incentive effect.

### **1.5 Research significance**

For the communication technology service industry, the business development is generally localized and resident in China, which is very different from the previous centralized office model(Hui&Zhang,2019). In this case, the Company shall adjust the current incentive measures to match the current development of the Company. According to the change trend of internal and external environment, Ganzhou Jiaxing Design Consulting Co., Ltd should continue to reform its management mode and organizational structure accordingly. In this process, Jiaxing Design Consulting Co., Ltd should formulate corresponding optimization plans for its own incentive system as soon as possible, providing certain guidance and reference for its and other similar companies' human resource management.

## **2. Literature review**

### **2.1 Incentives**

Motive comes from the Latin word, which can be interpreted as either making something interesting, or tending or inducing. In early psychology, motivation mainly refers to the psychological process of stimulating people's behavior through some tools or methods. In

management, incentive is an important part of human resources, an important part of the management style of enterprise managers, and a management method and important management means for managers to improve the enthusiasm of employees. Encouragement can realize the rational allocation and efficient use of human resources, deeply tap the potential and value of employees, encourage employees to take the initiative to develop their innovation ability, and thus improve the business efficiency of enterprises. (Hou&Zhou,2021)

## **2.2 Incentive mechanism**

Through the establishment of a reasonable system, the subject and object will be more compatible, thus effectively enhancing the enthusiasm of employees in work, which is the so-called incentive mechanism. Establish a reasonable incentive system for employees of the enterprise, so that the enterprise can achieve the established business development goals. The incentive mechanism covers many aspects, including reverse incentive, spiritual incentive and behavioral incentive. (Jiang, Li&Zhou, 2018) The incentive mechanism for employees includes a number of contents. In addition to salary, benefits and performance management, it also provides more training opportunities for employees. Fair evaluation of employees' performance in a reasonable way is an important part of the company's employee incentive. Specifically, it is to adopt a more scientific method to evaluate employees' performance, performance, quality, etc., so as to enhance employees' passion at work, stimulate employees' potential and promote the company's development.

## **2.3 Theory of demand hierarchy**

The core of incentive theory is to improve the enthusiasm of individual behavior. The ultimate goal of motivation theory is to use people's potential and value to achieve greater achievements, improve individual's enthusiasm for work, and take the initiative to create value and promote themselves.

The hierarchy of needs theory Abraham H. Maslow (1943) proposed the famous Maslow hierarchy of needs theory. He divided human needs into five categories according to different levels. Among them, physiological needs are the most basic survival and reproduction needs

that people can meet, such as food and clothing; Safety needs are people's needs to ensure the safety of their own lives and property; Social needs refer to the need for individuals to gain family, love and friendship by connecting with others in society; Respect demand, specifically refers to people's desire to be respected by other individuals; Self actualization specifically means that individuals can demonstrate their value in society through learning and work. Nowadays, more and more enterprises are aware of the importance and practicality of Maslow's "hierarchy of needs theory". Many enterprises use Maslow's "hierarchy of needs theory" to identify the needs of different employees in production and operation and then take corresponding measures to stimulate employees. Jiaxing Design Consulting Co., Ltd should investigate the needs of employees, and then take corresponding measures to motivate employees in combination with the specific situation. At the same time, it should use this theory to evaluate the effect of motivation, and summarize the experience gained in motivating employees(Staren,2020).

#### **2.4 Two factor theory**

Fredrick Herzberg (1959) proposed the two factor theory. This theory points out that individual work performance is directly affected by individual work attitude. Herzberg believes that satisfactory and dissatisfied work attitude is an important factor affecting personal work efficiency. First, satisfaction factor, which can play an incentive role to make individuals satisfied; Second, health care factors, which can cause personal negative emotions and contradictory factors, will affect employees' work performance. This theory is also known as "incentive health care theory" (Chang, Mo&Zheng, 2019).

#### **2.5 Achievement goal theory**

The theory of achievement goal is formed by developing the theory of achievement motivation, the theory of achievement failure and the theory of ability. De Weck believes that ability cognition has two different concepts, namely, ability growth view and ability entity view. The former believes that individuals can improve their ability through continuous hard study, while the latter believes that ability is innate and that learning after tomorrow cannot change

or improve their ability. Achievement goal theory can explain different individual behaviors in educational situations and provide guidance for actual teaching activities, which is the main difference between it and other incentive theories. At the beginning of motivation research, the human body was regarded as a mechanical individual. Under the control of the environment, there was no subjective initiative. Scholars studied human behavior, such as food, such as aggression. The reason for behavior was often considered to be determined by physiology, and corresponding theories were given to try to explain the reason for human behavior, such as instinct theory, internal drive theory, etc. After 1960, the research paradigm of motivation psychology changed from comprehensive research paradigm to in-depth and detailed discussion paradigm, focusing on the analysis and research of achievement motivation and other branches. The development trend of modern motivational psychology has changed, and achievement motivation has become the focus of scholars' attention. After 1980, Nicholls (1984) and Dweck (1988) introduced the concept of achievement goal in motivation research, which soon became a hot topic in academic research (Alberts, 2009).

### **3.Finding and Conclusion**

#### **3.1 Ganzhou Jiaxing Design Consulting Co., Ltd Profile**

Ganzhou Jiaxing Design Consulting Co., Ltd is developed on the basis of provincial post and telecommunications planning and design institute. It was originally established in 1956, with a registered capital of 30 million yuan when it was established. It has a long history of development, strong technical strength and good reputation for service. Ganzhou Jiaxing Design Consulting Co., Ltd has already possessed the technical support and service capability of the whole industry chain of information and communication industry covering engineering project consulting planning, survey and design, construction, supervision, system integration, network maintenance, telecom value-added, network optimization, software development, bidding agency and other businesses. Ganzhou Jiaxing Design Consulting Co., Ltd adheres to the modern enterprise management and operation system, and has established a complete three-tier organizational structure from the board of directors to the production level. The Board of

Directors is established by the General Meeting of Shareholders to control the management of the Company. The Company's management consists of four meetings and six departments. The production layer consists of four wholly-owned subsidiaries, five provincial branches and five branches outside the province, which are respectively responsible for maintaining their respective regional markets and conducting business.

### **3.2 Ganzhou Jiaxing Design Consulting Co., Ltd's human resources**

Among Y employees, senior managers account for 1.19%, middle-level leaders account for 9.88%, and ordinary front-line employees account for 88.93%. Therefore, enterprise managers should be aware of the incentive role of grass-roots employees, which will directly affect the sustainable development ability and operating efficiency of enterprises. Jiaxing Design Consulting Co., Ltd is a scientific and technological enterprise, and the proportion of employees in the technology department (including high-tech R&D department, provincial branch, provincial branch and production technology department) is as high as 73.08%. Therefore, incentive measures can be inclined to technical talents.

### **3.3 Punishment mechanism**

The current reward and punishment mechanism of Ganzhou Jiaxing Design Consulting Co., Ltd mainly focuses on the punishment mechanism. In order to successfully complete the performance objectives set by the Company, the management of the Company breaks down the performance objectives and distributes them to all departments and branches of the Company. The departments and branches with poor performance will be fined, and the departments with timely completion will not be rewarded. Each department and branch assigns tasks to its employees. Those who fail to complete the task on time will be fined, and those who complete the task on time will not be rewarded. Punishment without reward mechanism will only cause employees to have negative emotions such as fear and injustice. Although they will complete the task on time, they cannot give full play to their enthusiasm and enthusiasm, will not take the initiative to increase the workload, and will not produce additional work results.

### **3.4 Analysis on problems and causes of employee incentive mechanism of Ganzhou Jiaxing Design Consulting Co., Ltd**

#### **3.4.1 Lack of clear promotion incentives**

In the development process of the company, positions and promotion channels occupy a very important position. If a company does not have a standardized, good and effective promotion path that can be realized by employees, many employees will feel hopeless of promotion, and will be slack off (Demerouti, Bakker&Gevers, 2015). According to the analysis of the questionnaire results, the employees of Ganzhou Jiaxing Design Consulting Co., Ltd have the lowest average satisfaction with their work achievements (promotion), only 2.57 points. Therefore, employees of Jiaxing Design Consulting Co., Ltd will have negative emotions, lack enthusiasm in their work, and do not have enough information about the development of the company and individuals. It can be seen from the survey results that Ganzhou Jiaxing Design Consulting Co., Ltd has not established a perfect system in terms of human resource management at present, which has not played a guiding role in the position and promotion of employees, and ultimately can not retain talents.

#### **3.4.2 Incomplete salary and welfare system**

The survey found that the average employee satisfaction with the company's compensation and benefits was 2.65 points, indicating that many employees were not satisfied with the company's compensation and benefits system, and the company should further improve and adjust the compensation and benefits system. Secondly, the salary level is low and the salary structure is unreasonable. Compared with other similar companies, the salary level of employees in the same job position is at a disadvantage. In addition, it can be seen from the employees' response to the salary system currently implemented by Ganzhou Jiaxing Design Consulting Co., Ltd that the salary structure design of Ganzhou Jiaxing Design Consulting Co., Ltd belongs to the most common salary structure design implemented by many companies in the market at present. The salary structure has not been properly adjusted and designed in combination with the nature of the job, the amount of work undertaken and other conditions. The employees believe that the current salary structure of employees does not



follow the principle of "more pay for more work", The principle of distribution according to work.

The company has not set up a scientific and reasonable salary structure, and the salary standard is lower than the average level of the industry. It is difficult to improve the enthusiasm of employees, and employees will not actively complete their tasks. Failure to establish a reasonable and perfect welfare system. At present, the company's management also regards remuneration as a monetary reward, and there is an egalitarian phenomenon in the distribution of benefits. In order to effectively solve this problem, we should investigate the actual needs of different employees and design differentiated and personalized benefits. Employees who have made different contributions to the company and have different jobs should enjoy different benefits. The benefits of grassroots employees are mainly means of living. The level of benefits enjoyed by senior technical talents should be improved.

### **3.4.3 Incomplete performance appraisal system**

When evaluating the work of employees, a scientific and reasonable assessment system should be established and used as the evaluation standard to evaluate the ability, quality and task completion of employees. The basic salary and performance salary together constitute the salary of employees to effectively motivate employees. Performance is motivational. Performance bonus is related to the efforts of employees. The more contributions they make to the company, the more bonus they will get. In addition, performance can also reflect the relevant views of fairness theory, set reasonable assessment targets for employees, and take a fair and just way to assess employees so that employees can work in a better state (Damian&Robins, 2013). The survey results show that, in terms of assessment and evaluation, the average score of employees' satisfaction with performance assessment of Ganzhou Jiaying Design Consulting Co., Ltd is 2.78. Although Ganzhou Jiaying Design Consulting Co., Ltd has built a performance assessment system, there are some shortcomings: (1) (1) Lack of understanding of the purpose of assessment; (2) Lack of quantification of assessment criteria; (3) The assessment system is not rigorous

### **3.4.4 Defective training mechanism**

Training needs are superficial and in-depth analysis is insufficient. Training for employees can help employees improve their skills, professional quality and knowledge. In particular, new

employees can quickly get familiar with their job responsibilities and become competent. At the same time, training is an important part of the incentive system implemented by the company. Implementing the training system within the company can effectively promote the development of the company and motivate employees (Hesselgreaves&Scholarios, 2014). According to the analysis of the questionnaire results, the average degree of satisfaction of Ganzhou Jiaxing Design Consulting Co., Ltd's employees with the training mechanism is low, only 2.81 points. However, there is a big difference in scoring the survey content. The average score of whether employees' needs will be investigated in advance for training is 3.92 points at most, and the average score of the company's employees' training level is the lowest, only 2.32 points, while the average scores of satisfaction with training effect and richness of training content are 2.51 points and 2.49 points respectively. This means that although the basic level training of Jiaxing Design Consulting Co., Ltd will investigate employees' needs in advance, the so-called investigation of employees' needs is to let employees report the training items they need at the current stage, usually just report a training title, and the content and depth of training are arranged by the control department.

### **3.5 Finding**

Through investigation and research, we found that if we want to improve the employee incentive mechanism of Ganzhou Jiaxing Design Consulting Co., Ltd, we need to first improve the company's organizational structure and increase promotion positions. In view of the low proportion of the company's leadership, the company's organizational structure can be further divided appropriately, and multiple project teams and offices can be set up in each department and branch. The salary of the project team and office heads is comparable to that of the deputy heads of each department and branch (Demerouti, Bakker&Gevers, 2015). The project team and the head of the office select comprehensive talents with management experience and strong technical ability through competitive recruitment. In this way, through the increase of fair promotion positions, the grass-roots employees with a relatively high proportion can see the hope of rising. The selection criteria will also encourage the grass-roots employees to improve their ability and work enthusiasm (Wang&Zhao, 2020). The study also found that the salary

and welfare system of Ganzhou Jiaxing Design Consulting Co., Ltd is not perfect, and the scientific salary structure has a great impact on the enthusiasm of employees when they work. If employees think that they can get due compensation for their efforts, they will devote themselves to the company with great enthusiasm, and adjust their career planning in combination with the development of the company (Volkman&Henebry, 2010). In addition to short-term welfare incentives, the company also lacks long-term welfare incentives. The company mainly gives short-term rewards to employees through money, materials, etc., without considering long-term incentive measures such as letting employees hold shares of the company. Taking these measures can make employees regard themselves as the owners of the company, and thus become more subjective, which helps to improve the company's technological innovation level. Therefore, Jiaxing Design Consulting Co., Ltd should introduce long-term incentives while implementing short-term incentives. The third finding of the study is that the performance appraisal system of Ganzhou Jiaxing Design Consulting Co., Ltd is not perfect. Setting reasonable assessment targets for employees and assessing employees in a fair and just way can enable employees to work in a better state. The employees of Jiaxing Design Consulting Co., Ltd are not satisfied with the way of performance appraisal. At present, the company only emphasizes the annual performance appraisal of employees, and does not establish a specific salary accounting model. The calculation of performance salary is highly subjective. Finally, the survey also found that the company's training mechanism has defects. When building the education and training system, theoretical knowledge is important, but the combination of theory and practice is more important. In the education and training, attention should be paid to the study of relevant cases and on-site practice drills to enable employees to understand theory, be able to use theory, and be able to easily competent for the actual work later.

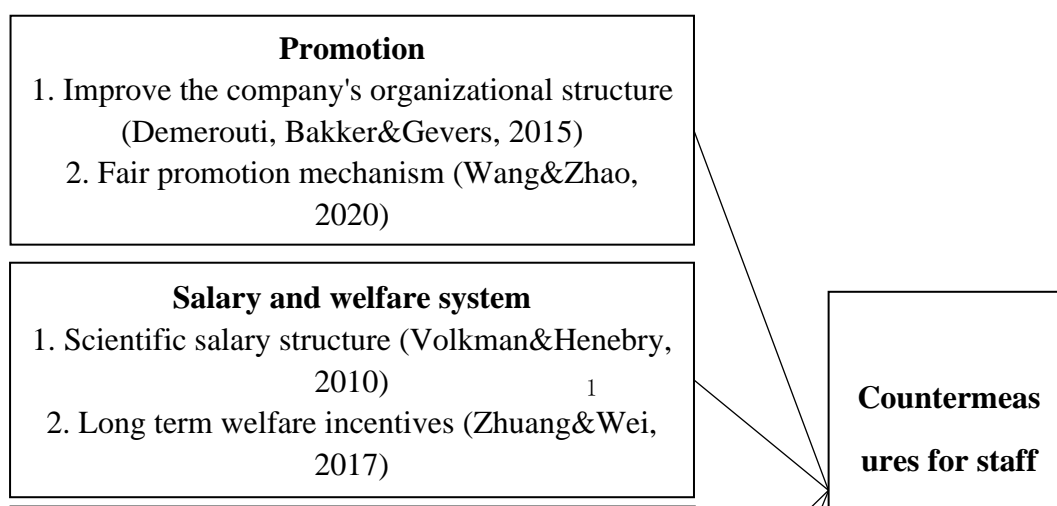


Figure 1

## 4.Recommendation

Taking Ganzhou Jiaxing Design Consulting Co., Ltd as an example, this paper first clarifies the research background, research purpose and significance, research status, research ideas and research methods of incentive mechanism at home and abroad, and then puts forward the main framework of the paper. Then, it explains the relevant concepts and theories of incentive and introduces the current situation of Ganzhou Jiaxing Design Consulting Co., Ltd's employee incentive mechanism. By analyzing Ganzhou Jiaxing Design Consulting Co., Ltd's employee incentive mechanism satisfaction questionnaire, it summarizes Ganzhou Jiaxing Design Consulting Co., Ltd's problems in incentive mechanism and analyzes its reasons, and then puts forward the improvement plan of Ganzhou Jiaxing Design Consulting Co., Ltd's employee incentive mechanism, and puts forward safeguard measures for the effective implementation of the improvement plan. The following conclusions can be drawn:

(1) The current measures taken by Ganzhou Jiaxing Design Consulting Co., Ltd in terms of employee motivation mainly include six aspects, namely, salary and benefits, performance appraisal, employee selection and promotion, and employee training and education. After analyzing the satisfaction questionnaire of Ganzhou Jiaxing Design Consulting Co., Ltd's

employees, we found the problems in Ganzhou Jiaxing Design Consulting Co., Ltd's employee incentive mechanism, including promotion incentive defects, lack of employee career planning and design, imperfect salary and welfare system, unreasonable performance appraisal system, and insufficient training mechanism. If these problems cannot be properly solved, they will restrict the development of enterprises.

(2) In combination with the actual problems existing in the employee incentive mechanism of Ganzhou Jiaxing Design Consulting Co., Ltd, the improvement plan of the employee incentive mechanism of Ganzhou Jiaxing Design Consulting Co., Ltd is proposed from the aspects of job promotion, salary and welfare, performance appraisal, training mechanism, etc., to improve the incentive level of Ganzhou Jiaxing Design Consulting Co., Ltd, and to propose safeguard measures for the effective implementation of the improvement plan, so as to stimulate the enthusiasm of employees, enable Ganzhou Jiaxing Design Consulting Co., Ltd to retain and attract talents, and thus ensure that employees can achieve more long-term development. In addition, this paper hopes that this proposal can provide some reference for other enterprises in the industry.

In human resource management, incentive mechanism plays an important role. A scientific and practical incentive mechanism requires not only coordination among various elements, but also effective safeguards, as well as the joint efforts of employees at all levels of the company. Due to the time, length, level of the article and other reasons, this paper has many shortcomings: motivation theory needs long-term in-depth study, and this paper needs to be constantly improved in the future study; Theory needs to be combined with practice, and the effectiveness of the suggestions and measures proposed in this paper needs to be verified; The logical structure needs to be strengthened. Incentive mechanism is a broad and profound discipline. In the future study and research, each element of incentive mechanism, such as employee recruitment, performance appraisal, career planning, training mechanism, and corporate culture, can be deeply studied as a topic for in-depth research to build a more scientific, more systematic, and more perfect incentive mechanism system, and form a greater impetus to the development of enterprises.

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