



**THE ROLE OF MANAGEMENT SUPPORT FOR EMPLOYEE
MOTIVATION IN THE UK MARKET FOR HIGH-TECH
PRODUCTS AND SERVICES**

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MOTIVATION IN THE UK MARKET FOR HIGH-TECH PRODUCTS AND
SERVICES**

Thematic Certificate

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Abstract

Theories of motivation are broadly classified into two views: content and process. The content and process include intrinsic and extrinsic motivation factors or values to help keep employees motivated. Employees have expectations for management support which could be classified as an extrinsic value or factor. With shifting technology and work dynamics, this study found that employees require much more emotional support to stay in organizations than in previous times. Managers are spending less physical time with employees even though the priorities of the generation of employees in the 21st century constantly change. Management should recognize these needs and show more support to retain employees. This study found a positive relationship between management support and employee motivation that results in employee retention and satisfaction.

Keywords: high-tech enterprises, employee motivation, management support, extrinsic motivation



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Declaration

I, LI QINGYUN, hereby certify that the work embodied in this independent study entitled "The Role of Management Support for Employee Motivation in the UK Market for High-Tech Products and Services" is result of original research and has not been submitted for a higher degree to any other university or institution.

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1. Introduction

1.1 Research background

Employee motivation is critical to the success of any organization. Also, the factors that motivate employees have been studied for many years, but they evolve over time. One of the factors considered to be key to motivating employees is the quality of leadership and management demonstrated by organizational leaders (Alghazo & Meshal, 2016). Management style can be the ultimate determinant of how long an employee stays with the company. This article explores the importance of management support for employee motivation in the current changing business environment. In this study, it was critical to use existing theories about employee motivation and how they inform existing knowledge. This article focuses on the use of secondary research strategies in the UK's high-tech goods and services industry. Whether an enterprise can effectively retain its employees will be the premise for the sustainable growth of an enterprise, because employees are the most important strategic resource of an enterprise and the main creator of enterprise value. Under the background of economic globalization and the implementation of talent localization strategy of multinational companies, British enterprises, especially high-tech enterprises dominated by human capital, will face increasingly fierce competition for talents. Therefore, what kind of effective incentive measures to take to retain employees has become one of the most difficult problems for high-tech enterprise bosses to sleep at night.

Since the 20th century, the theory of enterprise began to rise, and the theory of incentives came into being. The question of motivation has always been the core issue of management. Management scientists may be able to accurately predict, plan and control financial and material resources, but it is difficult to predict and control human resources, especially human inner potential and possible effort levels. Motivation thus becomes a key yet very difficult function of management (Mihova, Anguelov & Ferdov, 2018). As the research on motivation theory in foreign countries continues to heat up, it is also valued by the theoretical and business circles in the UK, especially the issue of employee motivation, which is attracting more attention. This is mainly due to the high-tech process of domestic enterprises. Knowledge On the other hand, due to the lack of incentives, some problems have arisen, which makes the problem of employee incentives more urgent. The traditional corporate governance theories, including contract theory, principal-agent theory, human capital theory, etc., have studied the motivation of knowledge workers from different perspectives, but they often focus on the research on the motivation of senior managers, and pay less attention to it. The motivation of employees, especially employees of high-tech enterprises. Compared with traditional enterprises and knowledge workers, high-tech enterprises and employees have many new characteristics, which leads to the need to generate new incentives according to the characteristics of the industry (Yang, Peng, Du, Xie & Cheng, 2021).

Since the traditional motivation theories and methods have been difficult to meet the needs of the research on employee motivation, it is urgent to combine the characteristics of high-tech enterprises to develop a new way of traditional employee motivation. There are few relevant literatures and cases on emotional motivation research, mainly focusing on the traditional motivation theory research. But some scholars still explore from several aspects. Starting from the mechanism of human emotions, some scholars analyze why human beings can be motivated by emotions and how the whole brain responds to emotions. To a certain extent, they have solved why humans love emotional motivation and how emotional motivation stimulates the human brain. The most durable (Voynarenko, Dzhdzhula & Yepifanova, 2020). Other scholars start from the theories of Maslow and Herzberg to find emotional triggers. Through the comparison of various motivational factors, it is finally verified that emotion is still a motivational method that employees like to hear, are willing to accept and have obvious effects. To a certain extent, when people's material needs are basically satisfied, emotional needs can replace material. This reveals the importance and effectiveness of emotional motivation from another perspective, and at the same time finds a practical way for emotional motivation. Some scholars began to study the mechanism of incentive operation, paid attention to the development and incentive of employee supervisors' initiative, and finally came to an important revelation, that is, the emotional system of employees can be constructed and influenced, and from the perspective of emotional incentives, it can be long-term Time plays the role of motivation, and employees' recognition of the effect of motivation is also the most lasting.

All in all, foreign countries attach great importance to the research on the mechanism of emotional motivation, and there are not many methods involving emotional motivation. Any model itself has some flaws. For example, some concepts have limitations. From a practical point of view, when wages are related to employee incentives, researchers will overemphasize wages. In addition, when the test conclusion is made, the model uses a cross-sectional test, not a follow-up study, which will also lead to overestimation of the validity of the model. Through comparative research, it is found that only Maslow's needs theory, Dory's theory of human personality and Herzberg's two-factor theory describe people's emotional motivation. At present, the research on emotional motivation in foreign countries remains on the analysis of experimental mechanism, and there is no monograph on emotional motivation. They are mainly researched from a complete logical perspective, not a method type; Other incentive methods are combined for research, but there is no in-depth discussion of the importance and significance of emotional incentives, and there is no practical emotional incentive system. This paper is a comprehensive analysis of the relevant incentive theories, combined with the characteristics of employees in the UK high-tech product and service market and the incentive needs of employees, and designed a set of incentive systems for employees in the high-tech product and service market (Zheng, Anxin, Huig, Jing& Qian, 2018).

1.2 Research Problem

The role of management has changed over time due to globalization and the work environment. The traditional role of management is to plan, budget, and control, and to receive instructions from senior leadership and implement policies as directed (Kropp, Cambon, and Clark, 2021). However, the role of the manager has changed with modern times, and companies need managers who can reshape their roles and adapt to the needs of the business. Importantly, today's employees aren't the typical 8-hour shift from 7am to 5pm. Today's workforce is less loyal, versatile, free, challenging and ambitious. Therefore, motivating this team requires a manager with the necessary vision to build a team that can withstand constant change. These ongoing changes in management roles and employee dynamics require a study of management's role in motivating employees.

1.3 Research Objective

The purpose of this article is to explore the role of management support in ensuring that employees are motivated in today's dynamic business environment. The specific objectives of the study are as follows;

- a) Review employee motivation theories and identify current factors that affect employee motivation.
- b) Determine to what extent management support motivates employees.

1.4 Scope of the study

This article focuses on the changing role of management and the extent to which managers or leaders in an organization support and motivate employees in today's changing business environment. This article reviews motivation theory and develops a theoretical framework suitable for analyzing the role of managerial support in employee motivation. This article focuses on the UK high-tech products and services market.

1.5 Research Significance

This research is significant because it adds to the latest knowledge on the role of managerial support in motivating employees, considering that various theories on what motivates employees have presented different arguments. As business environments, employee dynamics, and management roles change, traditional theories in the field may not apply in all scenarios. Technology has changed the way employees work or are managed by superiors, which can also have an impact on motivation. As the Covid-19 pandemic adds new changes to the work environment, it is important to have an updated analysis of its

impact on motivation. Establishing these dynamics is critical to the connection and impact of motivation (Daugherty & Wilson, 2018).

As an important type of human capital, employees play a key role in enterprise organizations, are the core competitive resources of enterprises, and have an important impact on enterprise performance. Especially in the reform of British enterprises, how to motivate employees and improve enterprise performance through the participation and distribution of human capital are all problems to be solved. Therefore, reasonable incentive methods can not only arouse the enthusiasm of employees, but also have positive significance for the long-term development of enterprises.

(1) Provide a basis for the participation and distribution of human capital of employees.

The value created by knowledge-based human capital owners is far greater than the value of wages used to compensate for their labor. If they cannot locate their own value and let them participate in value distribution, it will dampen their enthusiasm and hinder the realization of corporate goals. The basis of the enterprise's income distribution is the contribution of each production factor in the industry, so the basis for knowledge-based human capital to participate in the enterprise's income distribution is the importance of the value of knowledge workers.

(2) Analyze the needs of employees to achieve effective incentives.

At present, many enterprises still despise and underestimate the knowledge employees, especially the talents of employees, which will inevitably lead to high operating costs including various hidden costs, which will inevitably lead to a very dangerous situation for enterprises. At the same time, the biggest feature of corporate knowledge-based human capital that distinguishes it from ordinary employees is that it has extraordinary profitability outside the organization. According to the principle of more work, more income, their salary and income should be proportional to their value, and their value should be reasonably determined. It provides scientific basis for employees to formulate salary plans and bonuses, and can fully mobilize the enthusiasm, initiative and creativity of human capital owners, which is conducive to their greater effectiveness and the improvement of organizational economic benefits.

(3) Provide management-oriented human capital information for enterprises.

Through value evaluation, the value information of management human capital can be provided to the enterprise management department, so as to judge whether the evaluated person meets the needs of the enterprise and whether it can provide the enterprise with satisfactory services and benefits in the future. And rationally allocate human resources accordingly. In addition, it can also provide complete decision-making information to the outside of the enterprise. With the transformation of economic growth mode, the upgrading of industrial structure, especially the arrival of the era of knowledge economy, human capital plays an increasingly important role and gradually takes the lead. The evaluation of the development potential and profit-making ability of the current enterprise is no longer based on physical capital as the evaluation measurement basis of traditional enterprises. What can truly reflect its development potential and profit-making ability is the amount of human capital of the enterprise, especially like high-tech enterprises. enterprise,

Human capital determines the development of an enterprise. Under the guidance of classical motivation theory, this paper analyzes the current situation of employee motivation in British high-tech enterprises, combines the motivation theory with the characteristics of British high-tech enterprises and employees, puts forward incentive strategies, and discusses how to motivate employees in an all-round way based on cases, so as to maximize the To stimulate the personal potential of employees to promote the development of British high-tech enterprises, this is the meaning of this study (Lorincová, Štarchoň, Weberova, Hitka & Lipoldová, 2019).

Early work on motivation can be traced back to scientific management and the work of Frederick Taylor, as well as the Hawthorne experiment and interpersonal methods (Lee & Raschke, 2016). A competing theory of human motivation was subsequently developed. These theories are divided into process theories of motivation and content theories. Furthermore, theorists broadly divide motivation theory into intrinsic and extrinsic factors. However, the basic model for studying motivation is to understand employees' cognitive processes -- or how they think or feel. Essentially, this is what managers need guidance in different situations. The cognitive content theory of motivation lists specific things that motivate employees at work, such as compensation, recognition, the job itself, or power. Content theory will require managers to be able to identify the needs and goals that employees are pursuing to meet these needs (Nohria et al., 2019). In the central process, motivation theory focuses on how behavior is initiated, directed, and sustained. Therefore, the focus is on the actual process of motivation - such as the expectation that rewards will follow good performance. Therefore, management support can be an external motivating factor that affects employee motivation.

2. Literature Review

2.1 High-tech enterprises

Compared with traditional enterprises, high-tech enterprises gather knowledge, technology and talents, and take innovative management as their main business content. High-tech enterprises have three elements: advanced technology, venture capital and human capital, and are a new type of enterprise (Poloskov, Zheltenkov, Braga & Kuznetsova, 2020). To sum up, it can be seen that high-tech enterprises have two notable characteristics:

(1) High-tech enterprises have the characteristics of continuous innovation of products and technologies, which is the basis for the survival of high-tech enterprises. Generally speaking, the key foundation for high-tech enterprises to stand on is certain research results, and then gradually establish the marketization of technology products according to the market. The reason why high-tech products can quickly occupy and be good at gaining benefits mainly depends on the forward-looking and novelty of technology. Then, with the acceleration of the global economic integration process and the improvement of the speed of product replacement, the market competition is becoming more and more fierce. At this time, it is necessary to win the favor of the market with high-speed and continuous innovation, and finally obtain the long-term development of the enterprise.

(2) High intellectual investment: As far as traditional enterprises are concerned, the development force they rely on is mainly hardware investment such as production equipment, land and workshops. However, in high-tech enterprises, the main driving force is talent and technology. By cultivating a large number of core talents, improving the level, strengthening R&D and market investment, and continuously enhancing the management level. Technology, capital, and talents are the so-called high-intellectual investment that high-tech enterprises have. In order to obtain huge economic benefits, enterprises must continue to strengthen investment and construction in these areas on the basis of basic hardware.

The development of high-tech enterprises can be roughly divided into government-led, traditional transformation and entrepreneurial self-growth. The government-led model refers to a growth model of high-tech enterprises in which the government participates in or directly sets up high-tech enterprises as the main force. The traditional transformation model refers to the model in which enterprises engaged in traditional industries form high-tech enterprises through strategic transformation (Kuswati, 2020). Entrepreneurial self-growth model refers to a growth model in which high-tech enterprises start from venture enterprises, rely on their own core technologies, raise funds themselves, and go through the entrepreneurial stage to develop themselves step by step. Most of these enterprises adopt the entrepreneurial organization form of venture enterprises, which conforms to the requirements of the modern enterprise system. On the whole, it has strong vitality, ability to face risks, and high competitiveness. It is a typical growth model for the development of high-tech enterprises at present. Therefore, this paper also takes entrepreneurial and self-growing high-tech enterprises as the research object.

2.1.1 Human capital is the main value driver of high-tech enterprises

The development of any industry is the result of the combined action of various production factors such as capital, land, labor, information, technology, and management. In a traditional corporate enterprise, the legal boundary of the enterprise is consistent with the economic boundary, that is, the Organizational assets such as tangible assets, brand and goodwill are linked to the ownership of corporate assets.

It is the main driver of enterprise value growth (He, Wu, Zhao, & Yang, 2019). Compared with traditional enterprises, the characteristics of high-tech enterprises are that R&D and innovation are the main driving forces for enterprise development. The contribution of driving has declined relatively, while the contribution of human capital such as technology and management in the process of enterprise development and value growth has risen, becoming the main value driving factor of high-tech enterprises, the largest capital owner and wealth creator of enterprises. At the same time, the scarcity, irreplaceability and inalienability of human capital greatly increase the value of human capital. In a perfectly competitive market, rights are directly proportional to value, and human capital not only enjoys equal status with physical capital, but will inevitably become the dominance of physical capital. In high-tech enterprises, the status of scientific and technological talents and management talents with specialized knowledge and technology has risen rapidly, and the success of high-tech enterprises lies in the quantity and quality of high-tech talents and management talents. This not only changes the status of high-tech talents in the enterprise, but also changes the ownership basis within the enterprise.

2.1.2 Coexistence of high risk and high return

Generally speaking, the development of any technology and its industry has certain risks. Traditional industries have relatively small risks due to the maturity of their technologies and processes and the relative stability of products and markets. Most of the high and new technologies are at the forefront of contemporary science and technology, and they are obviously ahead of their time. Influenced by many factors, there is great uncertainty whether the project development is successful or not, and whether high investment can bring high returns. Therefore, high-tech enterprises are faced with many risks, such as technology and production risks, market risks, management risks, financing risks, etc. Although the investment of high-tech enterprises has greater risks, from the perspective of investment, the benefits are always symmetrical with the risks ((Nohria et al., 2008). Technology is a brand-new innovation activity. Products made with high-tech design, technology and production methods can greatly enhance the performance of products, significantly improve labor productivity, resource utilization and work efficiency, that is, high-tech products have high Therefore, it can bring huge social and economic benefits to enterprises. Once an innovative enterprise obtains a certain amount of financial support and succeeds, a technological monopoly will be formed within a certain period of time, resulting in a competitive advantage. After deducting innovation costs, To obtain high monopoly profits, the investment rate of return will greatly exceed the rate of return of traditional industries. According to statistics, if the product development and commercialization of high-tech industries are successful, the input-output ratio can be as high as one, and the average profit rate of funds of high-tech enterprises is The above. Capital is profit-seeking. It is precisely

because of the existence of high monopoly profits that various investment entities are willing to take high risks and invest huge amounts of capital into innovation activities. Although investment in high-tech enterprises has a small chance of success, in developed countries This ratio is only one, and once the investment is successful, you can get rich returns. The United States is a relatively mature country in venture capital in the world, and the venture capital left and right has obtained more than double the investment income, and the comprehensive annual rate of return is generally above .

2.1.3 High investment

Like traditional enterprises, the development of high-tech enterprises has obvious stages. From the perspective of the entire life cycle, high-tech enterprises have experienced three life types: self-owned operation, partnership operation and social capital joint operation. Research and development requires a lot of capital investment, and with the growth of high-tech enterprises, the funds required will gradually increase, which is determined by the knowledge-intensive and talent-intensive characteristics of high-tech enterprises and the market risks of high-tech enterprises. With the expansion of capital demand, the sources of capital of high-tech enterprises have also undergone significant changes. In fact, since the investment of high-tech enterprises is extremely risky, the financing channels of traditional enterprises are not suitable for the financing needs of high-tech enterprises.

Venture capital is the main source of funds for high-tech enterprises, and its ultimate goal is to exit profitably, rather than to control the enterprise for a long time. Once the enterprise enters a mature stage, investors will sell stocks in the market to recover capital, obtain huge profits, and begin to support new enterprises. High-tech enterprises (Hu & Luo, 2020).

2.2 Employee motivation

2.2.1 The meaning of incentives

What is the incentive? Berelson and Staniel, the two managers of the company, believe that: "All the conditions, hopes, wishes, and motivations to be fought in the heart constitute an incentive for people. It is an inner state of human activity." Behavior and There is an inevitable causal relationship between motivations, and the motivation of a mental state can trigger the production of a behavior. This puts forward an important proposition for people, that is, how to continuously motivate the enthusiasm of employees to work, and lead all employees to work hard in the direction of organizational goals. The word motivation comes from a Latin word, and willingness is to make human behaviors through actions. Motivation means to inspire and encourage. That is, the human mind is motivated by external factors to move forward continuously, which includes positive and negative incentives ((Rhee, 2019).

2.2.2 Maslow's hierarchy of needs theory

American social psychologist Abraham Maslow started from the study of human needs structure, and believed that there are the following five physiological needs in order from low to high, namely, food, habitat, air, sex, etc. The most basic and indispensable needs of

human beings in order to survive. Safety needs refer to the need to avoid danger and fear to protect the body from physical and psychological harm. Social needs include the needs of emotion, belonging, acceptance, and love. The social needs and respect needs include internal self-esteem factors such as self-esteem and achievement, and social respect for external status, reputation, power, etc. Self-realization needs refer to the pursuit of giving full play to one's potential and talents, and realizing ideals and ambitions. Maslow's theory assumes that only unmet needs can affect people's behavior. Individuals move forward along the ladder of need levels. When a certain level of needs is satisfied, a higher level of needs becomes the dominant need. Physiological needs and safety needs are lower-level needs, esteem needs and self-actualization needs are higher-level needs, and social needs play an intermediate role. Higher-level needs are satisfied from within, and lower-level needs are satisfied from outside. The hierarchy of needs theory reveals the essence of human behavior motivation, and needs are the source of human behavior, which is innate, intrinsic and subconscious (Rhee, 2019).

2.2.3 Herzberg's Two-Factor Theory

American behavioral scientist Frederick Herzberg found through investigation and research that the factors that bring job satisfaction and the factors that lead to job dissatisfaction are completely different, and eliminating the factors of job dissatisfaction does not necessarily lead to job satisfaction. He proposed the two-factor theory. Hygiene factors refer to those factors related to people's dissatisfaction, such as company policies, management and supervision, interpersonal relationships, working conditions, etc. To maintain people's motivation and maintain the role of the status quo, so the hygiene factors are also called "maintenance factors" Motivation factors refer to those factors related to people's satisfaction, such as achievement, recognition, promotion, etc. (Lee & Raschke, 2016). Motivational factors can prompt employees to feel satisfied at work, and are directly related to the work itself or the content of the work. Hygiene factors are often related to the working environment or conditions. Good health care factors can only eliminate the dissatisfaction of employees, and cannot produce incentives. Only the factors related to the work itself are motivational factors. Herzberg believes that mobilizing people's enthusiasm is mainly to pay attention to the internal factors of people, and to mobilize people's internal enthusiasm from the work itself. Content-based motivation theory reveals people's behavior motivation and motivation starting point from different levels. The research of various theories is constantly developing and deepening, and the theories are interconnected and complement each other. Although each theory has its limitations, it still provides a rich theoretical basis of motivation for organizational behavior and organizational management.

2.3 Emotional motivation

Some people think that the essence of emotional motivation is to care about motivation. The most important thing of this kind of incentive is a way to mobilize the enthusiasm of work by establishing a harmonious and friendly emotional relationship

between people, which has no direct relationship with material incentives. Some scholars believe that the most emotional flavor is emotional motivation. This method focuses on giving people care, love, help and respect. Managers will feel valued and respected everywhere. In practical work, emotional motivation has a very wide range of application value. (Mustafa, Coetzer, Ramos & Fuhrer, 2021). Through learning and thinking, the relevant theoretical methods of emotional motivation are summarized as follows.

1. Caring and motivating

Caring, as the name suggests, means that corporate managers use their actions to make employees feel loved. This should become a common incentive method for managers. This method requires managers to start from the details, make employees feel considerate in the subtle links, and exert the spirit of moisturizing and silent, employees feel sincerity, and positive energy is stimulated. In caring and motivating, there are several points to pay attention to: the first is that the spirit of caring should run through the whole process in actual work and corporate culture, fully reflecting the humanistic care of managers for employees; the second is to pay more attention to subordinates. Conduct positive communication; the third is to show more caring spirit in the emergency when employees are in trouble. The fourth is that managers can greet employees during New Years and holidays when they are not working again; the fifth is to care more about the families of employees.

2. Trust Incentives

From the perspective of human nature, everyone hopes to gain the trust of others, especially leaders, and so do employees. How can trust be an incentive? That's when the employee's desire to be trusted is satisfied. In this way, employees will be encouraged and motivated to complete their work proactively and energetically. In addition to incentives, managers give employees trust is equivalent to giving employees full respect and recognition. In addition, managers should fully trust employees, fully delegate power, and listen to their suggestions humbly, and systematically support employees' creative suggestions and measures. This will give employees a sense of security and fully stimulate their sense of responsibility and pride.

3. Honor Incentive

The reason why people need honor is determined by their social attributes; getting honor and affirmation is also the society's affirmation of their contribution. Whether it is collective honor or individual honor, it can fully mobilize enthusiasm. As far as the incentive effect is concerned, the collective honor brings to employees a resultant force, which is greater than the effect of individual honors and incentives. In addition to rewarding individuals, managers should also pay attention to collective rewards in their usual incentives. In this way, not only will the individual be motivated, but the combat effectiveness of the entire collective will also be greatly enhanced.

4. Praise and Incentive

Generous bonuses are often regarded as the most effective incentive method. In fact, it is not the case. Pure bonus incentives cannot bring expected results to managers. Here, people often overlook one of the most direct and easiest ways to motivate - praise. The great writer Mark Twain said: "A wonderful compliment can make me live two months longer." In fact, he directly stated the spiritual need of the entire human being - praise. Praise can give people a kind of positive power and can stimulate more enthusiasm for things. Compliments can give people a positive power and can stimulate enthusiasm for work even more. It is worth noting that praise is not an easy task, inappropriate praise may be counterproductive, not only can not motivate employees, but also cause employees' disgust and greatly dampen their enthusiasm. Therefore, when praising your subordinates, you should pay attention to the following points: First, choose appropriate opportunities, second, focus on key points, third, adopt an equal attitude, fourth, be fair, and fifth, be open and decent.

5. Respect incentives

Self-esteem is what every social person needs. The basis for people to establish and develop relationships with each other is respect. Only when mutual respect can be established can relationships be established. In the organization of an enterprise, the leaders of the enterprise meet the basic respect needs of the employees, so that they can successfully establish a good interactive relationship with the employees, and the enthusiasm for work can be gradually stimulated. The following principles are what managers need to pay attention to when implementing respect and incentives: one is to be good at discovering the advantages of employees; Sincerely make friends with employees.

6. Share Incentives

A happiness, shared by many people, becomes a lot of happiness. Being good at sharing is the basic management quality of a leader. If employees participate in the whole process of sharing, it will fully stimulate employees' sense of ownership and enhance employees' sense of belonging, pride and achievement. Enterprise managers and employees share the success of the enterprise and the fruits of labor, which will also enhance their loyalty to the enterprise. Humane sharing of incentives will generate employees' sense of responsibility and psychological satisfaction, thereby motivating employees to work more actively and passionately, which is undoubtedly an effective way to improve enterprise efficiency.

7. Inspiration by example

What is a role model, a role model is a model of learning, and in layman's terms, it is an object worthy of learning. Leaders are good at setting a good example and show it vividly to the employees, which undoubtedly has a good effect on the motivation of employees. This is like a lighthouse in the vast ocean, which will point out a direction for employees to work hard, and their morale will be subtly inspired by example.

8. Goal Incentive

Goals are the results they hope to achieve. Everyone has goals to strive for, and the same is true for corporate employees. Enterprise managers should find ways to unify the goals of employees and the goals of the company, so that everyone can work in one direction and work for the common goal. struggle. Employees with goals are more likely to progress and succeed, employees without goals waste time and energy. Goal motivation is an incentive method and a concept. Only when the personal goals of employees are consistent with the direction of the company's goals, the overall strength of employees will be stimulated, and they will be full of confidence and sincerely and diligently devote themselves to work.

9. Delegated Incentives

In an enterprise, every employee is also eager to have the opportunity for promotion, and they all hope that they have a certain power. Once this desire is stimulated, it can play a positive guiding role. For them, getting the rights granted to them by their superiors is an affirmation of their abilities, and it also gives them hope of gaining more power. Therefore, they must work hard for it with higher enthusiasm, do their best in their work, not only complete each job well, but also manage with due diligence within the scope of authorization to show their superiors to their superiors. talent, and then strive for greater authorization.

10. Motivate losers with warmth

Where there is competition, there will be losers. How to deal with losers is a learning, because the purpose of introducing competition is to motivate all employees to work hard. Therefore, how to keep the losers in the competition still motivated and active is still critical. To deal with the losers in the internal competition of the enterprise, we must first affirm their role in the team, let them understand that the success of the team is due to their efforts, so that they will not lose confidence in their work because of failure. The second is to euphemistically and enthusiastically analyze their deficiencies on the basis of affirming that they are already doing well, and tell them: "Just pay attention and you will do better." In short, for all in competition Managers should pay attention not to let them lose confidence, and give them more warmth and encouragement, so that they can participate more actively in the competition (Habanić, Martosova & Letkova, 2020).

2.4 Management Support

Emotional incentives have a very important function for enterprise management to manage employees. When enterprise performance becomes very good, employees have higher incomes and material conditions are improved, and emotional incentives become particularly important at this time. This can be proved by Maslow's demand theory, the needs of employees change gradually with the improvement of material conditions, which is a development process from low level to high level. By comparing the situation in real life, Maslow's needs theory can correspond to reality. For example, the first stage needs to solve basic physiological needs and safety needs, which belongs to the stage of food and clothing; the second stage requires love and respect, which belongs to the well-off stage; The three

stages reach affluence, the level of self-realization. Although people's needs are different at different stages, people still need emotional investment in the stage of food and clothing. When the income of employees is relatively high and the basic material needs of life are solved, they still choose to continue to work in the company, more because they have deep feelings for the company. Therefore, enterprises should attach importance to emotional incentives, strive to retain excellent employees, let them serve the enterprise for a long time, and also help employees achieve their personal career goals. When the economic efficiency of the enterprise is poor, the income of employees becomes relatively low, and the significance of emotional motivation in this case is more obvious. When the efficiency of the enterprise cannot be changed in a short period of time, the enterprise needs to work hard to retain employees, because employees will be a very important asset of the enterprise. At this time, enterprises should strengthen the use of emotional incentives. Only by retaining employees through emotional incentives can enterprises have hope for development (Poloskov, Zheltenkov, Braga & Kuznetsova, 2020).

1. Emotional incentives can make employees feel happy and improve their initiative and creativity. Generally, emotions are two-way, and employees are willing to contribute to the enterprise for a long time, provided that the enterprise will make employees feel valued through emotional incentives, so that Only the initiative of employees can be brought into play, and they will be willing to work hard for the development of the enterprise. From the results of psychological and sociological research, when a person's "spirit" is motivated, he can become happy, and the mind controls a person's behavior, so that he will be happy from the heart to work in a company. Managers of enterprises should pay attention to communication with employees and emotional motivation in their daily work. Through daily details to understand and pay attention to employees, to master their thoughts, life and other aspects, employees will feel incomparably close, and will also open their hearts, exchange problems with managers, make suggestions, and jointly think about the development of the company. This is the real people-oriented.

2. Emotional motivation is conducive to forming a good organizational atmosphere and enhancing cohesion. Through emotional communication, both parties can form an inner communication. Enterprise managers should formulate humanized rules and regulations through careful communication to help employees reduce the difficulties and conflicts they face, so as to enhance the relationship between managers and employees through emotional incentives, and then realistically inspire talents to gather and retain talents. Purpose. At the same time, it also forms an atmosphere of mutual concern and mutual understanding between managers and employees, which gradually affects all employees and builds the entire company into a team-based and emotional organization.

3. Emotional incentives can reduce unnecessary waste of costs. An employee who is willing to work for the enterprise, in addition to the pursuit of basic material rewards, hopes to be valued, and hopes that the enterprise can provide a relaxed management environment, so that employees can maintain a happy mood and realize their ideals while serving the enterprise. In this way, the sense of belonging of employees will continue to increase, and they will always consider the interests of the company, treat the company as their own home, and consciously and actively save the company's property and reduce unnecessary waste.

2.5 Sources of motivation for employees in the high-tech product and service market

In the era of knowledge economy, employees of high-tech enterprises have great differences in value contribution and great desire for value return. As a result, the demand elements and demand structure of employees in high-tech enterprises have also undergone new changes. Their internal demand pattern is no longer the so-called low-level to high-level demand proposed by Maslow, but a mixed alternating demand pattern (LIU, HU & KANG, 2021). From this point of view, the current demand hierarchy is completely a mixed demand. It is precisely because of the individual needs of talents that enterprise human resource management continues to improve customer-oriented personalized human resource products and services. In fact, in the mixed and alternating demand structure of employees, in addition to pursuing high salaries that reflect personal value and personal reputation and status in society, they are also very concerned about the opportunities for improving their abilities and career development, not only attaching importance to the update and supplement of knowledge, but also to pay attention to the development of your own business. According to the research at home and abroad and the actual situation of British enterprises, this paper summarizes the demand factors of employees of high-tech enterprises as follows

1. Material needs

It is undeniable that money is also an important motivating factor for employees. Getting a reward commensurate with one's contribution and sharing the wealth created by oneself will undoubtedly improve employee satisfaction. Because, in the eyes of employees, salary does not only mean the return of labor, but a measure of self-worth, which marks a person's status in the enterprise or society. Especially when the salary level in the UK is low and the satisfaction is not high, the need in this regard is even stronger. Their contribution to the enterprise is stronger than that of ordinary employees, and it is fair and equitable to obtain higher monetary returns.

2. Job achievement needs

Compared with ordinary employees, employees have higher income, and their material needs can basically be guaranteed. Therefore,

They tend to tend to higher-level needs, such as self-actualization and achievement needs. They are keen on challenging work. They are not satisfied with passively completing general things, but try their best to pursue perfect results, and then regard overcoming difficulties as a kind of fun and a way to reflect their self-worth. Continuously improve and develop oneself to meet the needs of self-realization.

In the sense that employees possess the means of production of the enterprise, they only have certain special skills. With this guarantee, they tend to have an autonomous working environment, engage in various activities independently, and emphasize self-guidance in work. At work, they demand autonomy to perform tasks well in the way they feel is most effective.

3. Work environment needs

In order to maintain their ability and value, employees also need to learn continuously, exchange information and share knowledge with others, which requires organizations to create a good learning environment to meet their knowledge update and career development needs. At the same time, they hope to obtain the support of government policies and the support of a good working atmosphere, corporate culture and system, so as to help improve their work efficiency and performance level.

4. Learning and development needs

Knowledge innovation ability is the most important characteristic of employees. Employees are not engaged in simple repetitive work, but give full play to their personal qualifications and inspiration in a variable and incomplete system, respond to various possible situations, promote technological progress, and continuously update products and services. In order to maintain their innovation ability, they have a continuous pursuit of knowledge, need to learn constantly, exchange information with others, share knowledge, and require organizations to create a good learning environment to meet their knowledge update needs. In addition, employees have a good career design, according to their own goals, the pursuit of self-development. Therefore, enterprises should also provide them with multi-channel development opportunities. In addition, the demand structure of employees in high-tech enterprises has also undergone some changes

① Salary is no longer a physiological need, but also a symbol of personal value and social status.

② The internal demand pattern of employees is mixed and alternating, which makes the compensation design more complicated.

③ Employees need not only to obtain labor income, but also to obtain income from human capital. That is, it is necessary to share the value creation results of the enterprise.

④ There are new internal demand elements for employees. These elements are difficult to include in traditional demand models. Such as the needs of personal growth and development, the need for profit and information sharing, and the need for personal social status and reputation.

2.6 Incentive experience of high-tech enterprises in other countries

2.6.1 Incentive experience of American high-tech enterprises

The biggest feature of American high-tech enterprises in the use of talents is to make talents find their own use and give full play to their innovative spirit and enthusiasm for work. The United States implements the policy of free choice of employment. This market competition mechanism of survival of the fittest enables high-tech enterprises to pay attention to the recruitment process, conduct repeated interviews before hiring, and promote or eliminate them based on personal performance. On the other hand, employees are always faced with Survival pressure, in order to find a career that can give full play to one's potential,

generate the internal motivation of constantly updating one's knowledge structure and being aggressive, which forms an implicit incentive mechanism. American high-tech enterprises have established a set of effective mechanisms to adapt to individual conditions, use only the right amount, and give full play to the innovative spirit and work enthusiasm of employees. Generally, people with a doctorate are allowed to do basic research, those with a degree are engaged in management, and those with a master's or bachelor's degree are given orientation training before they are appointed. Staff promotion depends on their own ability and performance, regardless of seniority. American high-tech companies implement a knowledge payment plan, which pays employees according to the level of knowledge or technology they have mastered. In essence, the salary is linked to the skills and knowledge of employees. The level of salary depends on the knowledge and skills of employees. Income Gap. The basis of salary setting is the division of labor, emphasizing personal value, and focusing on the connotation of the work and the contribution of the work to the company's operating efficiency. The remuneration system based on strong material incentives pays outstanding employees very richly, which is even dozens of times different from that of ordinary employees, and there are many kinds of reward systems. In recent years, American companies have adopted stock options and allotment methods, that is, in addition to salary, additional shares are allocated to technical personnel every year, and it is stipulated that they are not allowed to resell within a certain period of time. This not only retains talents with stocks, but also stimulates the enthusiasm of talents to work with stocks. On the contrary, non-employees, such as workers and ordinary employees, only provide very limited income, and generally do not have the opportunity to obtain the company's stock, and rarely have the opportunity to obtain the company's special medical insurance. This system has a certain motivating effect on employees at different levels, making them feel that as long as they work and study hard and improve their knowledge and skills, they can continue to get higher remuneration and improve their own situation. Continuous improvement can also promote enterprise productivity and improve labor relations. American companies regard talent as the first decisive force for the company's development, so they attach great importance to employee training. Generally, as long as employees have achievements at work and contribute to the company, American companies will encourage and help employees to carry out training and education at all levels. Since employees have mastered the knowledge and technology that are extremely important to the development of the enterprise, they have become the focus of training. Training in the United States mainly includes the following aspects of new employee training, basic business training, continuing education projects, professional development training, special training, etc. Continuing education projects, vocational training and special training for employees in special positions have great incentives for employees. American high-tech enterprises provide scientific research personnel with good scientific research conditions and working environment, equipped with advanced experimental equipment, sufficient scientific research funds and logistical support, so that scientific research personnel have no worries. Many researchers have implemented flexible working systems and can even work from home. For outstanding management talents, the company is willing to spend the capital to focus on training, such as choosing to send them to famous business administration schools for further study, arranging to

participate in various seminars, making contacts with senior managers, and expanding their horizons by rotating employees to make them familiar with the overall situation of the company and accumulate work experience and prepare for leadership positions in the future (Kalogiannidis, 2021).

2.6.2 Incentive experience of German high-tech enterprises

The systematic human resources training and assessment mechanism of German high-tech enterprises enables employees to be motivated by enhancing their own abilities. First, implement the "dual-track" vocational training and assessment system. Germany has a very strict recruitment and assessment system for employees. Enterprises select and hire new employees from trained students. New employees can become full-time employees after a probationary period of up to one month and after passing the assessment. The assessment of employees is usually mainly carried out by the superior supervisor, and a general assessment is carried out at the end of the year to decide whether to provide or adjust the work. Germany's "dual-track" training system and model has been prosperous for nearly half a century. The main reason is that its learning and application are consistent, and it has successfully solved the connection between the training system and the employment system. In addition, the well-trained new force is continuously absorbed into the enterprise, which promotes the development of the enterprise, so it is welcomed and respected by the enterprise circle. Second, the continuing education and retraining of incumbents. In the development of high-tech industries, the German government, on the one hand, pays great attention to cultivating scientific and technological elites, establishes scientific and technological research institutes and advanced technology colleges, and trains doctors and masters to hold important positions. Continuing education and retraining of incumbents.

Enterprises realize that the quality of employees is extremely important to the survival and development of the enterprise. If employees want to adapt to the jobs they are engaged in, they must continue to retrain their knowledge and skills to improve their business ability and technical level and enhance the competition for employment and career change. ability. Therefore, they are willing to invest in retraining, adopt flexible, diverse and practical training methods, and carry out adaptive training for new employees, training for changing jobs, training for job promotion, training for professionals, and training for managers at all levels of the enterprise. The training of professionals often allows them to carry out important research and solve problems, hold lectures, carry out exchanges, and organize short training courses, which are highly targeted and practical. The training of enterprise managers often adopts a hierarchical approach, and organizes senior managers to conduct discussions and exchanges, and sends mid-level managers to training centers for off-the-job training. For grass-roots managers, a promotion-type training training mode is often adopted, which has strong incentives (Ozkeser, 2019).

21st century employees need more emotional support.

Research shows that managers of the future will manage about 70% of their workforce remotely, with managers or employees working from home (Cascio & Montealegre, 2016). This means that managers will focus more on the output of their employees rather than the processes used to produce them. The accelerated use of technology

is replacing about 69 percent of managers' traditional administrative tasks, such as assigning and monitoring tasks. Importantly, employee expectations have changed as technology and business environments have changed, especially given that employers had expanded benefits to include childcare and mental health before and during the pandemic (Schmid, & Dowling, 2020). As a result, the relationship between managers and employees has become more emotional and supportive than before. So, as relationships become more emotional, today's employees expect managers to be part of their support framework. Also, given that technology has changed the role of managers, they don't need to see what employees are actually doing, and more importantly let them know how they feel. Therefore, an empathetic manager is what is needed to navigate the present and the future, because successful future managers are those who can develop fundamentally different relationships with their employees.



3. Finding And Conclusion

Finding

The success of any organization depends on the ability of its people to persevere and thrive in mission commitment, aspiration, engagement, practice, and persistence. Without a thriving management or leadership team, employees cannot gain the necessary motivation to make them successful (Janneck et al., 2018). Researchers point out that motivation is one of the key roles in management and leadership, starting not only with recruiting new employees, but also making sure they have everything they need to get the job done (Daugherty & Wilson 2018). The way employees join and leave an organization is important to the organization's reputation, and this depends on the leadership in the organization. In fact, several studies have determined that the quality of the relationship between a manager and his/her employees is the most motivating item. For example, if a manager creates a respectful, positive, and independent attitude, employees are likely to follow suit, enjoy their jobs and develop good relationships with colleagues. Numerous studies have shown that the leadership or management style displayed by the top leadership of an organization will have a direct impact on employee job satisfaction, morale and motivation levels (eg Alghazo & Meshal, 2016). This suggests that employees perceive a poor management style as detrimental to efforts to motivate employees and optimize performance and results. However, studies exploring the impact of leadership or management style on employee motivation are diverse, with mixed results. Alghazo & Meshal (2016) conducted a study using mixed methods to examine the relationship between managerial leadership and employee motivation. This article aims to examine how employees perceive the relationship between leadership and motivation. Research has found a strong correlation between management/leadership and employee motivation. Specifically, they determined that leaders or managers who take a participatory and transformational approach to leading their employees are likely to create a positive climate in their work environment.

Suggestions for emotional motivation

Through the understanding of emotional incentives and the analysis of various reasons, the direction of emotional incentives can be gradually clarified, the system of emotional incentives can be continuously developed and improved, and a relatively complete incentive framework can be constructed.

1. Incorporate emotional incentives into the daily life of the enterprise, so that employees can deeply appreciate the good intentions of the enterprise management, and let employees truly appreciate the benefits of emotional incentives. Because if an employee does not understand emotional motivation and does not really feel the benefits of emotional motivation, it is also more difficult for him to accept.

2. To build emotional incentives from the system. Enterprises can institutionalize emotional incentives, requiring enterprise managers to fully explore the methods of emotional incentives, and provide emotional incentives to employees according to specific occasions; on the other hand, employees should be encouraged to brainstorm ideas and

contribute their knowledge and views on emotional incentives. Everyone's thoughts on emotional motivation.

3. Gradually evolve from material dominance to emotional dominance. This may take a long process, but with the continuous enrichment of material life and the gradual return of employees to rationality, emotion, the simplest and most mysterious weapon of human beings, will eventually play a greater and greater effect.

4. Regardless of improving the management system, embody emotional management. Enterprises should take into account the characteristics of R&D personnel in human resource management. R&D personnel do not like to simply accept work tasks and do not like to work step by step. When assigning tasks to R&D personnel, the task requirements should be assigned to employees according to the specific situation of the task. At the same time, sufficient authorization should be carried out, decision-making power should be delegated, and the R&D personnel's understanding of decision-making should be listened to, so that employees can feel their importance in their work. Allow employees to formulate the most suitable work methods they think, to a certain extent meet the financial and material support they need in their work, meet the pursuit of R&D personnel to use their creativity to work, and let R&D personnel be emotionally satisfied.

5. Emotional motivation can be linked to career planning. What is career management? It refers to the combination of personal development and enterprise development, through the analysis of subjective and objective factors that affect the career of employees, and then to design and plan their career trajectory, summarize and evaluate, and finally make the personal goals of employees consistent with the organizational goals of the company. The famous American scholar James believes: "The opportunity for personal development is one of the ways to motivate employees to the greatest extent, and it helps employees to achieve better performance." R & D personnel work in enterprises, they belong to a certain enterprise rather than exist independently, the activities that leave the enterprise have no meaning for the enterprise. Therefore, if the personal career planning of R&D personnel and the goals of the enterprise can be closely linked, it can ensure that the personal career goals of employees can be achieved while achieving organizational goals. Business leaders should strengthen communication and communication with employees, use emotional management strategies, and build a humanized emotional management atmosphere. Form a trusting and candid working environment, fully consider emotional factors, and design career plans for R&D personnel that meet their emotional needs. Advocate teamwork among employees, strengthen emotional communication among employees, and make concerted efforts among employees to give full play to their respective advantages, make up for each other's deficiencies, and jointly achieve their respective career goals.

The R&D personnel need the enterprise to design a good development channel for them, so that the career planning of the employees is closely linked with the enterprise, which fully reflects the company's care for the R&D personnel and motivates the employees emotionally. When formulating career planning, it is also necessary to comprehensively consider factors such as the organization and individual R&D personnel, and formulate a planning goal that is suitable for both the enterprise and the employees.

6. Create an excellent corporate culture to meet the emotional needs of R&D personnel

In this era of knowledge economy, the construction of corporate culture has increasingly become a key factor in the success or failure of an enterprise. Excellent corporate culture has a strong attraction for R&D personnel, and it has a strong incentive effect. If emotional motivation can be rooted in the thoughts of employees, it will help to improve the loyalty of employees and be more conducive to the realization of enterprise management goals. Enterprise managers should strengthen communication with employees, promote communication between employees, and build the enterprise into a big family full of humanity, meet the needs of human nature for emotions, and meet the needs of R&D personnel for caring, caring, understanding, and communication. Create a harmonious and warm working environment for R&D personnel. A harmonious working environment is more conducive for R&D personnel to use the knowledge they have learned to carry out creative work, it is more conducive for R&D personnel to exert their potential, and it is more conducive to knowledge-based groups to carry out more efficient and harmonious work. At the same time, the enthusiasm and sense of belonging of the R&D personnel have also been stimulated. John Cotter, a well-known professor at Harvard Business School, believes that corporate culture plays an important role in the long-term business performance of a company. Therefore, creating an excellent corporate culture is a long-term investment and a fundamental work for an enterprise. An excellent corporate culture can give employees an invisible power, just like the power a family has for each family member. It is a strong sense of belonging and attraction from the bottom of the heart, and a real emotional attraction. and satisfied. Corporate culture has a profound effect on the motivation of employees, and can make employees truly satisfied and comfortable at the emotional level. For R&D personnel, they prefer this kind of emotional satisfaction. Therefore, whether from the perspective of motivating R&D personnel or from the perspective of long-term development of the enterprise, enterprise managers should strive to build an excellent humanized enterprise culture to achieve emotional motivation for employees.

4. Recommendation

4.1 Incentive strategies based on compensation

Compared with other incentive methods, salary incentive is the basic living guarantee of core employees, and it can better reflect the timeliness and authenticity of incentives. The establishment of a complete and reasonable compensation system is the premise of making the compensation play its best role. Reasonable compensation is one of the key factors to retain key employees. Salary can be divided into two parts in terms of function. One part is the return of the labor value of employees. This part is mainly to protect the basic material life of employees and their families, which mainly plays a role in health care. The other part is incentives for employees. . The so-called incentive salary system refers to a salary system that introduces incentive factors in the salary system design, so that the established salary system can not only make employees get reasonable returns, but also play an incentive role

for employees. If the salary of the company is too high, it can retain the core employees for a while, but it will lead to an increase in the cost of the company. If the profit margin is too low, the labor consumption of the employees cannot be properly compensated, which affects the labor enthusiasm and work mood of the core employees. This in turn leads to the flow of core employees to companies with higher salaries. The establishment of incentive compensation system is to stimulate the enthusiasm of core employees through the incentive factors in the compensation system, so as to achieve the purpose of retaining core employees. Two issues should be paid attention to when establishing an incentive compensation system. The first is the design of the security part. The guarantee part is mainly to protect the basic material needs of employees and their families, but it cannot be significantly lower than the basic salary of similar personnel of competitors, otherwise the basic needs of employees can be guaranteed, but core employees cannot be retained. The second is the design of the incentive part. The compensation design of the incentive part must follow the rules and have substantial incentive-oriented effect.

4.2 Incentive strategies based on job achievement

The achievement incentives of core employees include job challenge, job importance, job value, skill diversity, job content enrichment, and task integrity. Core employees like to engage in work that they are interested in or consider challenging, and their innovation ability is also higher than that of general employees. Therefore, to stimulate the enthusiasm of core employees, we must stimulate their creativity, give full play to and improve their innovative ability, and make this ability serve the realization of enterprise goals. In order for the incentive system to stimulate the creativity of core employees, we must first allow them to engage in the work they like, encourage them to build a self-management team, give them full autonomy, and try their best to support their work in terms of human, material, financial and time. innovation activities. Next, check

They should not make detailed regulations, conduct strict supervision, and implement rigid assessments on their work content and methods, as long as their work can promote the improvement of enterprise efficiency. Third, the innovation activities of core employees should be incorporated into the development plan of the company, so that they can understand what the company needs most, understand the biggest challenge the company faces, and guide them to closely link their work with the company's development strategy. Finally, for core employees who like innovation, long-term one-sided work will make them feel tired of work. Therefore, enriching their work can mobilize their work motivation. Once the core employees' work is successful, they will get a corresponding sense of accomplishment, which comes from the work itself. Because these jobs require stronger skills than other jobs. According to Maslow's hierarchy of needs, this need is self-actualization. Therefore, compared with other incentives, achievement incentives can enable core employees to obtain a corresponding sense of accomplishment from their work and make employees self-motivated. Only this kind of incentive mechanism can make the core

employees feel that their creativity has been fully exerted, and it is the hero who has found a place to use.

Incentive Countermeasures Based on the Working Environment The core employees are engaged in creative work, and rigid work rules have little meaning for them. Fixed work locations, limited work hours, rigid work forms, and rigid work systems will only kill their talent, inspiration, imagination and creativity. Many times, observing in the market allows them to grasp customer needs and thus gain inspiration. Key employees prefer work arrangements that are more autonomous and more flexible. Therefore, enterprises should create a good working environment for employees to give full play to their enthusiasm and potential. When designing the work, attention should be paid to reflect the personal wishes and values of core employees. In addition to creating a safe and comfortable working environment for them as much as possible, it is also necessary to carry out sufficient authorization according to the requirements of the work tasks, allowing employees to formulate their own way to work, gradually implement flexible working system, increase the flexibility of working hours, and allow them to work in different workplaces. Learning and knowledge sharing. Build a learning organization, maintain the sustainable growth of the enterprise, and enhance the cohesion and attraction of the enterprise. Learning organizations have new leaders, good corporate culture, effective communication, strong teams, and ideal work-study environments. For core employees, learning organizations have a strong

attractive. A learning organization in the true sense is more flexible and adaptable, capable of self-improvement and self-development, and often has better growth and vitality than ordinary enterprises. constructive conflict. People's perceptions of conflict mainly refer to the degree to which conflict is accepted in a group. Groups with open conflicting ideas encourage people to express their doubts, opinions and uncertain feelings, and they are more willing to accept different opinions. Conflict avoidance groups believe that conflict is always harmful. With an open concept of conflict, the constructiveness of task conflict is more reflected. Key employees usually accept the existence of conflict. So there are various constructive conflicts that are beneficial to them.

4.3 Incentive strategies based on development opportunities

The goal of core staff's self-development is not only satisfied with the competence of the existing work, but also to lay a foundation for future career development and create conditions. They are eager for self-growth, self-development and self-realization. They join the enterprise not only to get material rewards, but also hope to exert their expertise and achieve their own careers, and have intrinsic motivation for achievement. If they cannot develop in a certain enterprise, they are likely to leave the company to seek new development opportunities. Even if they cannot leave, it is impossible to give full play to their initiative and creativity in their work. Therefore, in addition to providing core employees with a remuneration commensurate with their contributions, enterprises should also improve the

talent training mechanism, establish career development plans, and provide them with education and continuous improvement of their skills.

Ability to learn opportunities, so that it has the ability to have a lifelong employment. Good business prospects. Needless to say, any employee wants to work in a company with good prospects. For core employees, the good development prospects of the company can be related to their personal growth and habitat. A good enterprise prospect can make them feel at ease to devote their whole life energy to the enterprise, and their career can be spent in this enterprise. Through the development of the enterprise, one's own work can also be successful. Through career development planning, both the business and the employee can benefit by: Businesses benefit from improved performance from more dedicated employees, while employees benefit from richer, more challenging careers gain profit. When making career development plans, it is necessary to guide core employees to link personal development with organizational development. As soon as employees enter the company, they will have a clear career development plan, providing employees with various development opportunities to choose from. Development, so that employees have a practical grasp of the future. In the career development process of employees, training plays a very important role, it not only makes employees aware of the enterprise

They are concerned about their personal growth and feel that the company provides sufficient space and specific support for their personal development.

Because the era of knowledge economy is the era of rapid advancement of science and technology and explosion of knowledge and information. New technologies and new information emerge one after another, while old information and old technologies are eliminated at the same speed. At this time, learning is no longer a matter of a certain stage of life, and there is no knowledge that can be used for life. Only by constantly learning and making progress can a person keep up with the pace of the times and not be eliminated by the times. Although core employees have high culture and skills, if they do not add new knowledge and master new technologies in time, they will be exhausted one day. Therefore, enterprises should pay attention to the training of core employees, provide them with various learning and training opportunities, so that they can clearly see their own development prospects in the enterprise and their professional fields, and obtain the satisfaction of realizing their self-worth. Authorization management. For core employees, on the one hand, the enterprise should give full authorization according to business requirements, allowing employees to independently formulate what they think is the best working method. On the other hand, it is necessary to provide the necessary financial, material and human support for the creative work undertaken by the core employees to ensure the smooth progress of their innovation activities. Facts have proved that when core employees participate in the decision-making of their division of labor, they can fully feel the company's trust and respect for them. Because of their professional knowledge and skills, core employees often know best about the status of the problem, how to improve it, and what customers really think. Once employees have a stronger sense of participation and more autonomy in company affairs, their sense of responsibility for their work increases significantly. So, through authorization, companies can get higher efficiency at a very low cost.

In conclusion, management and organizational leadership and support are important tools for employee motivation. Managerial support is an extrinsic motivator that determines the work environment and ultimately the comfort and satisfaction of employees in any organization. This is because management will determine the compensation, benefits, work environment and even the relationship between different cadres in the organization. However, motivating employees seems to be an art rather than a skill, as the biggest challenge managers face in today's business environment is identifying what employees need or feel. Current theories on motivation mention different things that managers should focus on motivating their employees. But given that different employees are motivated by different things, even managers aren't sure what will work. Nonetheless, leadership and management theory also illustrates which managerial support traits may motivate employees more than others. The research also confirms that as work dynamics change - especially in the wake of the Covid-19 pandemic, employees need emotional support from managers more than ever. This trend is likely to continue in the future, as employees not only want to guarantee their salary, but also want to grow in their personal lives. Therefore, further research in this area is required, especially in the current changing business environment.

Although there seems to be unanimous agreement and finding that management support is a key factor in employee motivation, further research in this area is needed. The UK high-tech industry is a prime example of how technology is changing the role of managers in managing and motivating employees. Further research is needed to determine how technology has changed the role of managers today and their motivational roles. While existing theories are useful in defining what employees might want to be motivated by, there is still a huge gap to explore. In addition, the changing workforce and work environment driven by the forces of globalization have altered the traditional way employees and managers have transacted, which has been the basis of past research in this field. As this situation has changed dramatically, it is necessary to re-examine the motivational role of managers today and in the future. This will add knowledge to the existing debate.

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