



**STUDY ON THE DIGITALIZATION OF REMUNERATION
MANAGEMENT UNDER ARTIFICIAL
INTELLIGENCE-TAKING GONG DA COMPANY AS AN
EXAMPLE**

**TENG XIANGRUI
ID: 6417195060**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
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This Independent Study has been Approved as a Partial Fulfillment of the Requirement
of International Master of Business Administration in International
Business Management

Advisor: 

(Dr. ZHANG LI)

Date: 27 / 7 / 2023


.....
(Associate Professor Dr. Jomphong Mongkhonvanit)

Dean, Graduate School of Business Administration

Date: 29 / 7 / 2023

Siam University, Bangkok, Thailand

Title: Study on the Digitalization of Remuneration Management Under Artificial Intelligence-Taking Gong Da Company as an Example

By: Teng Xiangrui

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Advisor:


.....
(Dr. ZHANG LI)

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ABSTRACT

In recent years, artificial intelligence has been developed rapidly in the context of the digital economy. In modern enterprise management, which is "people-oriented", an intelligent and digital payroll system is being promoted by theoreticians and practitioners as a new innovative system for modern enterprises. This is why an efficient and rational digital payroll system is essential.

Dong Da company is a high-tech enterprise integrating science, industry and trade. After years of development, the company now has a certain influence and competitiveness in building technology. The objectives of this study were 1) To establish a remuneration management system that is consistent with the development strategy of the enterprise; 2) To establish a scientific and reasonable remuneration management system and to maximize its effect; And 3) To improve the level of digital management and to achieve dynamic management of the remuneration management system.

This paper adopted the quantitative research method to analyze the current status of the remuneration management system currently in operation at Gong Da, the result founds that: 1) The company should strengthen the people-oriented management concept, improve the managers' humanistic management thinking, respect employees, care employees, encourage innovation at the spiritual level and the material level, and formulate a remuneration management system in line with the company's development strategy; 2) The company should take the principles of fairness, competitiveness and incentives, through optimizing job evaluation, opening up promotion channels, quantifying job classification and intuitively quantifying results, make the company's

remuneration management system more scientific and reasonable. (3) The company needs to combine the internet, big data and other technologies to quantify the management objects and management behaviors, and to realize the digital management of remuneration on the basis of data analysis.

Keyword: remuneration management, remuneration management system, digital, digital management



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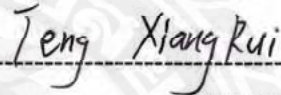
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TENG XIANGRUI

MAY 6,2023

Declaration

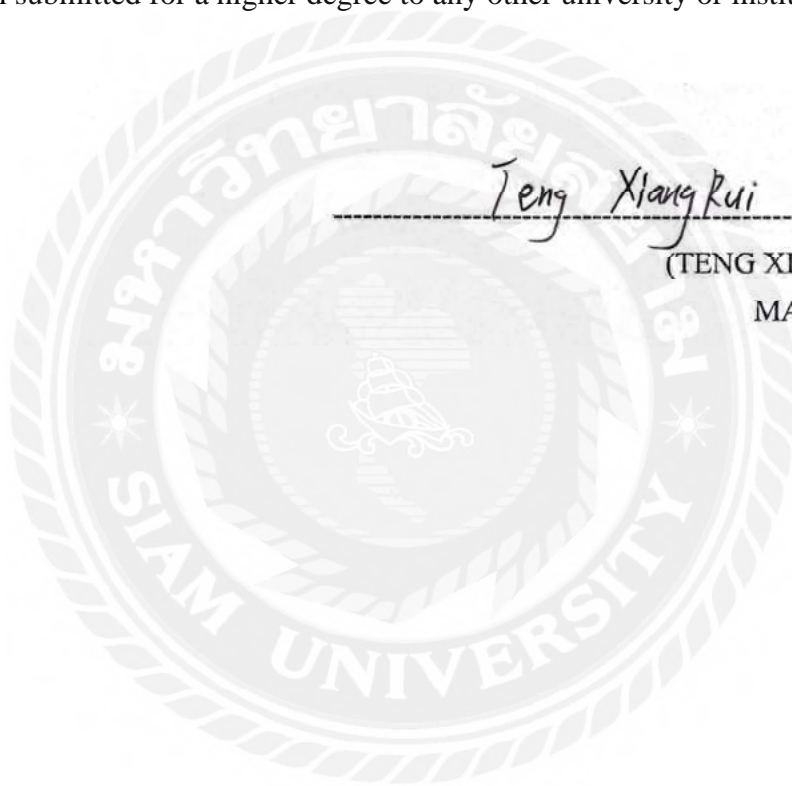
I, *TENG XIANGRUI*, hereby certify that the work embodied in this independent study entitled “**Study on the digitalization of remuneration management under artificial intelligence -Taking Gong Da Company as an Example**” is result of original research and has not been submitted for a higher degree to any other university or institution.



Teng Xiangrui

(TENG XIANGRUI)

MAY 6, 2023



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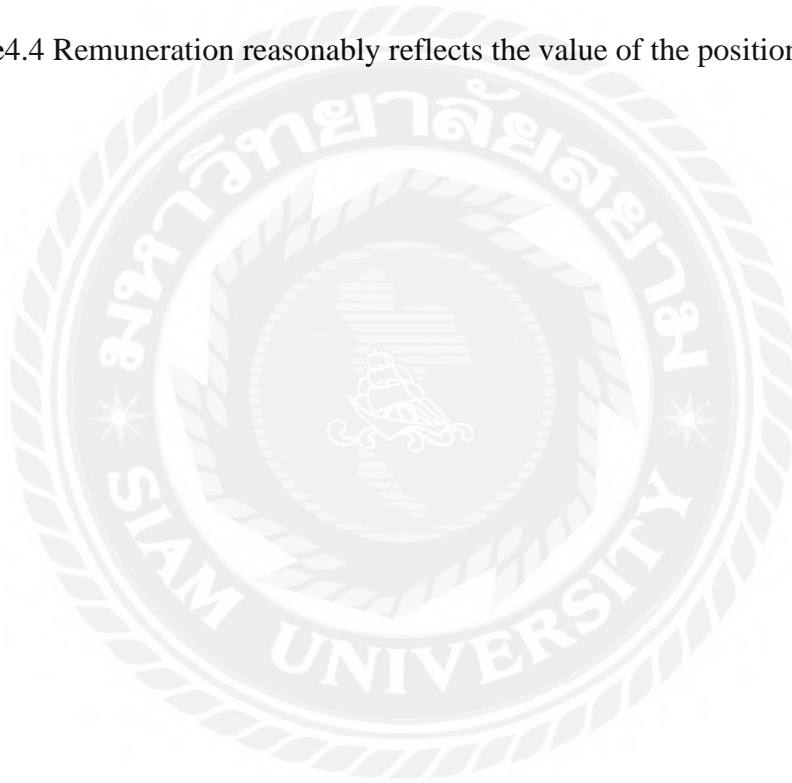
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1. Introduction

1.1 Research Background

In the face of the global economic development pattern change, international competition is constantly intensifying, the market operating environment faced by enterprises is also increasingly complex and changeable, a key factor affecting the competitiveness of enterprises is the level of their internal remuneration management. In the remuneration management of traditional enterprises, a lot of time and economic costs are consumed in the daily transactional work such as personnel information statistics, file management, daily attendance management and payroll accounting, and the daily efficiency of remuneration management is not high, which to a certain extent restricts the rapid development of enterprises (Nie, 2022). The reasonableness of the remuneration management system directly determines the rational allocation and application of human resources; it directly determines labour efficiency. Through effective remuneration strategies and practices, managers can reflect and assess the performance of employees, The idea is to reward employees with different levels of pay for their performance, there by promoting the improvement of the quantity and quality of their work, protecting and motivating them to work and improving the productivity of the enterprise (360 Wenku, 2021).

In traditional enterprises, remuneration management has not received much attention from managers for a long time in the past, especially during the period of demographic dividend, when enterprises were desperately running to capture the market. When the demographic dividend disappeared, enterprises started to "look inward" and think about the importance of internal management and human resource management. The traditional way of remuneration management is no longer suitable under the new business model change, and how to give full play to the function of traditional remuneration management and enhance the organizational capacity of enterprises brings new challenges. Therefore, in response to the new economic structure, new model and new type of employees, corporate remuneration management must be digitally transformed to achieve technological empowerment and intelligent synergy of the corporate management team. It also activates the creative energy of the company by improving the competence and quality of managers; using big data analysis to guide the management of the company in remuneration and benefits, employee learning and development planning; and using corporate business processes to automatically reduce the time spent on repetitive tasks, improve work efficiency and optimize employee experience. In an article published in the management and financial circles at home and abroad, Chen Chunhua pointed out that with the advent of the "Chinese Century" and the "digital transformation" in today's world, the innovation practice of Chinese enterprises has brought theoretical innovation opportunities for Chinese management scholars. However, existing researches are still scarce, and in-depth exploration of digital human resource management is urgently needed (Chen, 2017).

The research object of this paper, Gong Da Company, is a high-tech enterprise

integrating science, industry and trade. After years of development, the company now has a certain influence and competitiveness in building technology. Through the study of the remuneration management system of Gong Da Company, this paper finds that the company has problems such as the remuneration management system does not match with the current company strategy, the structure of the remuneration management system is unreasonable, the remuneration management system lacks incentive and dynamic changes, and it is these problems that lead to the low satisfaction of the company's employees, and the reason for this is the backwardness of the management concept and the lagging management system.

1.2 Research Problems

1. The design of the remuneration management system lacks strategy.

Corporate development strategy plays a leading role in the growth of the company, and the remuneration system should also reflect and reflect the corporate development strategy in every way. The combination of corporate strategy and remuneration system not only enables employees to understand the direction and focus of corporate development, but also deepens the corporate culture and makes the corporate culture and corporate strategy deeply rooted in people's hearts (Niu, 2022). Through the development in recent years, the scale of the company has expanded a lot, and the strategic planning of the company has changed, but the matching remuneration management system has not changed, which makes the direction of the company's remuneration management system construction unclear, and the managers of the company are not fully aware of the lagging salary strategy to the company's strategy. In the long run, the unreasonable remuneration management system will drag down the long-term development of the company. Establish a strategic management system supported by the people-oriented management concept: people-oriented, to achieve the goal of comprehensive human development. Centering on high quality employees, we realize the self-worth of employees and integrate the realization of their self-worth with the development goals of the company.

2. The remuneration management system lacks science and does not fulfil its maximum function.

Incentive pay can have many positive effects on employees, and incentives can create a pay gap even for employees in the same position. Incentives create a pay gap and allow employees to find out that performance can lead to higher pay, thus creating an incentive effect. Employees with good performance are recognized for their efforts, while those with poor performance have to improve their performance to achieve higher pay (Niu, 2022). Different positions of employees, their work nature, contribution value is also different, from the results of the pay satisfaction survey of Gong Da company collated analysis, we can find that the feeling of unfairness exists in most of the company's employees, the value of employees' work contribution is not proportional to the pay. The salary lacks market competitiveness and is lower than the average salary level of the same industry in the market. The company does not

consider the impact of performance, contribution rate and other elements on the salary, which largely frustrates the work enthusiasm of employees in commercial and operation departments, performance pay accounts for a small percentage of all salaries, performance incentive effect is not obvious, and does not give full play to the maximum function.

3. Lack of dynamic management in the remuneration management scheme.

In the current competitive environment, dynamic remuneration dynamic management can be in line with the international advanced remuneration ideas, and can adapt to the modern enterprise management style and diverse needs of employees. Because "dynamic remuneration" is a brand-new remuneration theory established according to the internal and external human price level of the enterprise and the staff's job, ability, performance and long-term development potential. It pays attention not only to the external competitiveness of the enterprise's remuneration level, but also to the rationality and motivation of internal remuneration, and focuses not only on the traction of remuneration to performance, but also on the traction of remuneration to employees' ability (Liu, 2009). The company's remuneration management system has not been adjusted for a long time, and the differentiation of employees' salary cannot be seen, the digital management module is lacking, the performance salary assessment index is set vaguely, and it lacks dynamic changes, so it cannot make reasonable adjustments to the efforts made by employees, and the motivation of the company's employees will decline after a long time (Niu, 2022).

1.3 Objective of the study

1. To establish a remuneration management system consistent with the development strategy of the enterprise, the interests of the employees and the enterprise are closely linked to stimulate the intrinsic development motivation of the employees, so that the development goals of the employees and the development strategy of the enterprise tend to be consistent, to achieve the common development of the enterprise and the employees.

2. To building of a scientific and reasonable remuneration management system and to maximize its effect. A scientific and reasonable remuneration management system should be established based on the principles of fairness, competitiveness and incentives. Improve the level of remuneration management, stimulate the enthusiasm of employees and enhance their sense of belonging. Enhance work efficiency while maximizing the interests of the enterprise.

3. To improve the level of digital management and realize dynamic management of the remuneration management system. Establish a remuneration management system that covers the company's management and all employees, covers all remuneration items, realizes statistical analysis data functions, replaces the traditional management system with a digital remuneration management system and makes a supporting platform for the technology of remuneration management. After the introduction of dynamic remuneration management, the company has shifted from

only focusing on how much value the employees can create for the company now to the continuous creation ability including the present and future. Therefore, the establishment of remuneration design mode based on position, ability and performance provides the final point for enterprises to pay attention to the future development and potential value of employees, provides a stage for employees to improve their ability and bring their own advantages into play, and reflects the human-oriented thinking of enterprises to attach importance to talents. (Liu, 2009).

1.4 Scope of the study

This research project is based on Gong Da Company. Under the perspective of digital transformation, it carefully studies nearly one hundred papers on performance appraisal system and learned about the latest research results on performance appraisal, performance appraisal system, digitization and digital management. A questionnaire survey was designed to suit Gong Da's needs. Using a mixed research approach, the questionnaire survey identified the problems with Gong Da's current payroll system, analyzed the existing model of payroll management currently in operation, identified the key factors and solutions affecting its development, and built a digital payroll system with the characteristics of the company's own development.

1.5 Research Significance

Under the current promotion of artificial intelligence and global digital economy, digital transformation of enterprises has become the focus of the times, and enterprises either actively or passively undergo digital transformation. Data is the new engine leading the economic take-off of countries around the world. Currently, the world has entered the era of digital economy, and digitalization has become a new driving force to promote industrial transformation and achieve high quality. In this context, more and more enterprises have gradually realized the necessity of digital reform and have started the process of digital reform (Sun, 2023). This paper selects specific cases to analyze the digital transformation of human resource management and remuneration management, hoping to enrich the relevant theories about the digital transformation of enterprise remuneration system.

With the current artificial intelligence and global digital economy driving the digital transformation of enterprises, which has become the focus of the times, enterprises are either actively or passively undergoing digital transformation. Data is the new engine leading the economic take-off of countries around the world. Currently, the world has entered the era of digital economy, and digitalization has become a new driving force to promote industrial transformation and achieve high quality. In this context, more and more enterprises have gradually realized the necessity of digital reform and have started the process of digital reform (Zhang, 2021). A reasonable and efficient remuneration management mechanism can provide a long-term source of motivation for the development of the enterprise, and is the main factor determining the survival of the enterprise in the fierce market environment.

Share the knowledge and experience of related remuneration system to provide reference value for related companies. For companies in the same industry, on account of to the unreasonable remuneration management system is an obstacle on the road of development of many small and medium-sized enterprises, this paper provides reference for similar enterprises facing the same problem by studying and optimizing the remuneration management system of Chem tax, so that such enterprises respect and value talents, promote the development of business operation from the aspect of human resources, reduce the obstacles to development, combine the different development conditions of each industry, and design a targeted The remuneration management system can attract talents and cultivate high quality talents, reasonably control enterprise labor cost, make the remuneration management system become a powerful guarantee for enterprise development, enabling more building technology companies to find opportunities to survive and thrive in an increasingly competitive market environment.

To be able to establish the concept of people-oriented management. Whether in the development of the national economy or in the process of enterprise competition, talent plays an extremely important role. Whether talent management is reasonable and effective will directly affect the operation and development of enterprises. Therefore, enterprises must correctly understand the importance of human resources and adhere to the concept of people-oriented management (Liu & Zhang, 2021).

2. Literatures Review

2.1 Remuneration management

Robert Waterman argues that employees work tirelessly for the company because in the process of working, their abilities are improved and recognized, or their ideal values are realized (Waterman, 2003). Therefore, a scientific salary management structure and salary distribution method can better stimulate the enthusiasm of employees and improve their efficiency. At the same time, a scientific remuneration management has a strong motivating effect on the introduction and retention of talents and the enhancement of corporate cohesion; on the contrary, an unreasonable salary allocation will lead to a lack of enthusiasm among employees and affect the collaboration among employees, thus affecting the overall operation level of the enterprise and its economic benefits.

In 1954, Peter Drucker made the same point in his book "The Practice of Management" that business managers should adopt different remuneration management strategies depending on the specific situation of the company, arguing that in the era of development, companies are competing with each other, leading to an increasing number of corporate restructuring and mergers and acquisitions, so companies must constantly adjust their remuneration strategies if they want to adapt to the rapid changes in the environment.(Drucker, 1954) .

Richard I. Henderson, in "remuneration management," says that not only do managers within the company need to discuss with each other, but they also need to

maintain communication with managers of other good companies, as well as with employee representatives, who represent the general ideas of employees in the company, to ensure that the remuneration management developed is effective and appropriate. By maintaining open and effective communication channels at all times, we can not only enhance mutual understanding between managers and employees, but also quickly reflect problems within the company or report them at an early stage (Henderson, 2008).

George.T.Milkovich considers remuneration to be the sum of income in monetary form and certain benefits received by an employee in the employment relationship between the enterprise and the employee (Milkovich & Bloom, 1998). Joseph.J. Martocchio considers remuneration to be the reward received after the employee's labor, which can be divided into intrinsic remuneration and extrinsic remuneration. Intrinsic remuneration focuses on the internal satisfaction that an employee receives for the work performed, while extrinsic remuneration represents the monetary reward that an employee receives for the work performed (Kulkarni, 2010). Mariam Farooq and Omer Farooq argue that the main factor influencing employees' perception of the remuneration management system is the company's autonomy to provide employees with equal pay (based on the removal of employees' expectations of base salary, benefits, and performance) (Farooq & Farooq, 2014). The principle of fairness and reasonableness in pay design is emphasized by the use of "comparable value" as a measure of employee value (Eisenberg, 2014). Michael Armstrong and Duncan Brown argue that financial rewards, non-financial rewards, job evaluation, and salary structure are all important aspects to consider in pay design (Armstrong & Brown, 1998).

According to Wang Baoping, linking individual performance to individual remuneration has a strong motivational effect on employees' work. However, managers usually cannot establish a detailed performance system to accurately and objectively quantify and evaluate individual performance, which often results in a mismatch between actual workload and total remuneration (Wang, 2006). In the process of establishing the remuneration management, managers should pay full attention to the incentive effect of salary, so that the value of employees in the enterprise can be further highlighted by the amount of salary. In the process of remuneration management, the evaluation of employee performance and work ability should also be part of employee remuneration. The continuous growth of employees is the only way to consciously improve their business ability under the incentive mechanism of remuneration, so as to obtain better performance and profit for the company. At the same time, the company should pay attention to the appropriate adjustment of employee performance evaluation at different stages of development, so as to ensure the reasonableness of remuneration management.

2.2 Remuneration management system

In the past, the remuneration management system of enterprises was relatively

fixed and single, which could not fully promote the initiative of employees. However, if a diversified remuneration distribution system is established, it can greatly contribute to attracting, maintaining and motivating excellent talents to work for the organization, and increasing employees' job loyalty, satisfaction, motivation and sense of belonging to the organization.

According to Professor Zhu Kejiang, remuneration does not include only material remuneration, but also psychological or spiritual remuneration, which is equally important to employees (Zhu, 2002).

Tong Yan and An Liren analyze through a series of mathematical models and combinations that employees will work harder when they are paid in different ways than when they are paid in the same amount but in a single way. When the needs of employees are met to the maximum extent by the level and form of remuneration provided by the company, employees will have a strong sense of attachment to the company and will be able to resist external temptations (Tong & An, 2009).

In the human resource management system of modern enterprises, the remuneration management system can be considered crucial and directly affects the effectiveness of business management (Fu, 2022). In order to promote the high-quality development of enterprises, it is necessary to pay attention to the improvement of the remuneration management system, which should be optimized and adjusted according to the problems in the remuneration management of enterprises, so as to enhance the market competitiveness of enterprises with high quality human resource management.

Schlechter showed that non-financial remuneration factors can effectively enhance job attraction, including learning and career development planning, life and work balance, and that non-financial remuneration factors have a higher impact on women than on men, and suggested that companies can learn from talent loss and recruitment problems by combining the application of non-financial remuneration incentive systems (Schlechter, Thompson, & Bussin, 2015). In a study by Hassan et al. on the correlation between remuneration and employees' willingness to seek employment, corporate image, and job preferences, a non-probability approach and a questionnaire were used to show that remuneration and employees' willingness to seek employment were positively correlated and ranked according to the parameters affecting willingness to seek employment, with remuneration and corporate image at the top of the list, followed by job preferences, thus showing that In addition, if the job content meets the job seekers' preferences, it is more likely to reduce the turnover rate and recruit high-quality talents (Hassan, Shukur, & Hasan, 2020). In Ling 's study on remuneration system, the main method used was a questionnaire survey, which collected data by random and non-probability methods and established a regression model by combining the least squares method, and Pearson's study on HRM strategy was analyzed by correlation and independent sample t-test. career planning, creating remuneration and incentive systems, employee performance improvement, and talent development planning. These scholars concluded that strategic initiatives basically

include helping employees to accomplish their tasks as a way to promote their job satisfaction (Ling, Ning, Chang, & Zhang, 2018).

Based on Taylor's remuneration theory, a lot of research has been conducted on remuneration systems. Shaifali et al. studied the motivational effect of remuneration on employees and showed that broad-banding remuneration system can significantly increase employee motivation because it is fairer in the process of salary distribution, and when the standard division of job salaries is completed, the salaries of employees in the company are approximately the same, which prevents the contradiction of uneven salary distribution (Gupta & Narayan, 2020). Griem made a specific analysis of the indicators that affect the remuneration management system, and when developing the indicators that affect the remuneration management system, it is necessary to take into account the employees' work attitude and skill level, etc. In fact, the core focus remains on the performance appraisal system, therefore, it is necessary to achieve the goal of linkage effect according to the correlation between the remuneration management system and the performance appraisal results (Griem, 2020). For example, promotion opportunities, welfare benefits, performance pay, basic salary and other indicators should be integrated into the development of the remuneration system, so that material and immaterial remuneration can be combined to lay out a comprehensive remuneration incentive mechanism for employees and make them feel the value of their work (Borges, Ulica, & Gubareva, 2020).

Tu Yiling believes that the design of remuneration management should take into account performance appraisal and remuneration packages, and obtain the common recognition of managers and employees on the basis of specific analysis of each position, improvement of the position appraisal system, and emphasis on appraisal feedback. (Tu, 2019). Li Sai pointed out that the reasonableness of the remuneration management system is the key to the design of remuneration management, and managers should combine performance management when designing remuneration management, in order to truly play the incentive role of performance and remuneration. (Li, 2019). Du Fengyan believes that in the design of the remuneration relationship system, it is not only necessary to cater to the current remuneration system that supports the enterprise, but also to fully grasp the ideas and opinions of the employees; in addition, in the process of managing the comprehensive remuneration system, it is necessary to observe the internal and external environment, analyze the daily performance, judge the degree of job competency, etc., and then make adjustments on this basis. (Du, 2020).

2.3 Digitalization

According to an article by Chunhua Chen published in Chinese and foreign management and finance, along with the advent of the "Chinese century" and "digital transformation" in the world today, the innovative practices of Chinese enterprises have brought opportunities for theoretical innovation in Chinese management, yet there is still a lack of research and an urgent need for in-depth exploration of digital

HRM (Chen, 2017).

The digital management of companies means the use of new technologies such as the Internet, computers and communications, combined with statistical techniques to further quantify the actual objects of management and the relevant behaviour. It provides the basis for continuous innovation in research and development, production and sales activities and services. With the support and influence of digital management, companies are able to make an objective and fair assessment of their technological innovation and financial development (Nie, 2022).

The 14th Five-Year Plan proposes to accelerate digital development and build a digital China. China's industrial structure will continue to be transformed and upgraded, and the theme of economic and social development is high-quality development, which brings significant opportunities for the integration of digital economy and real economy. The official website of the National Development and Reform Commission also released the initiative of "Digital Transformation Partnership Action". The initiative proposes that the government and all sectors of society should join together to build a joint promotion mechanism of "government guidance - platform empowerment - leading leadership - institutional support - multiple services" to drive the digital transformation of small, medium and micro the focus is on digital transformation of small, medium and micro enterprises (Zhang, 2022).

According to scholar George, the main purpose of remuneration management is the reward that employees receive for completing their work tasks, which includes both intrinsic and extrinsic rewards. In the article "Past, Present, and Future Perspectives on Remuneration Research", Semans et al. argue that with the increasing proportion of labor costs in total costs, there is a need to consider how to maximize the incentive effect from the operation of the remuneration system, which is the key for companies to gain competitiveness (Wang, 2018).

In the study of digital transformation of enterprises, Hui Luo suggested that the ability of organizational collaboration and management action is a more important factor in the success of digital transformation of enterprises compared to corporate resources and information technology. Enterprises should give full play to the role of the Internet and use digital technology to implement transformation in the mindset, value culture, and business model of the enterprise as a way to obtain more vigorous viability (Luo, 2020).

In the study of the relationship between digital transformation and enterprise performance, Hu Qing further pointed out that enterprise digital transformation requires organizations to make timely and large-scale adjustments according to changes in the internal and external environment, which will increase the effectiveness of digital transformation. Enterprises use the Internet of Things, artificial intelligence, big data and other digital technologies to transform and upgrade their operational processes, build decision-making systems and control systems based on data analysis, and improve the accuracy and timeliness of decision-making, so as

to reduce the operating costs of enterprises, improve operational efficiency, strengthen the advantages of the existing core business, and drive the growth of corporate profits (Hu, 2020).

Digital innovation refers to the use of digital information technology to innovate existing products, services, processes or business models. With the rise and rapid development of digital technologies, both academia and industry are working to uncover the factors that influence digital innovation in organizations to drive sustainable growth. Research has identified distributed and reorganized innovation, leaders' own skills and leadership, and dynamic capabilities as key factors in how effectively companies can drive digital innovation in their businesses. While these studies provide useful and valuable insights into the factors that drive digital innovation, they overlook the fact that the readiness of an organization's culture, capabilities and structure are also important factors in the success or failure of digital innovation. A thorough preparation of the pre-innovation phase will help companies to deal with any unexpected situations during the innovation process, thus ensuring that digital innovation is carried out smoothly (Xie, Wei, & Qiao, 2023).

2.4 Digital Management

Digital management refers to the use of computers, communications, networks and other technologies to quantify management objects and management behaviors through statistical techniques to realize the functions of research and development, planning, organization, production, coordination, sales, service and innovation. The essence of digital management is to make management decisions and behaviors evidence-based and quantifiable, so that decisions can be made more rationally and precisely, thus improving the efficiency of production and operation. With the full development of digital technology, digital management has become a management change that every company needs to adopt in order to improve its competitiveness (Wang, 2022).

Digital management is a more abstract concept than the traditional management of employees by rules and regulations. With the spread of the mobile internet and the further development of technology, more and more companies are developing and practicing various new and cutting-edge technologies such as the internet, cloud computing and artificial intelligence, in order to make the overall operation process more efficient and at the same time reduce the operating costs of the company. Such a management concept and approach can be called "digital management" (Chen, Huang, & Liu 2020).

Neuhofer argue that digital transformation has a positive effect on a company's product development capabilities (Neuhofer, Buhalis, & Ladkin, 2015). In the product development process, companies rely on a number of factors, the combination of which makes every decision in the product development process highly empirical. Digitization can be an effective solution to empirical decision-making and enhance product development capabilities, mainly through the collection, analysis and

processing of data during product development and the subsequent correction of processes based on these data results. By digitizing the entire process of product development, the product development capability can be effectively improved and the most competitive products can be developed with the least amount of resources and in the shortest possible time.

The essence of the digital transformation of an enterprise is to achieve a change in the management model from industrial to digital (Wang, Sun, & Guo, 2022). In the past, the management of enterprises was inclined towards industrial management, requiring a high level of experience from managers, and the decision-making bottleneck of managers was also the ceiling for the development of the whole enterprise, thus giving birth to the so-called head decisions. With digitalization, the management of companies has reached a new paradigm, where all decisions are based on evidence and do not depend on managerial bottlenecks.

Digital management can revolutionize traditional organizational management, resulting in an unprecedented increase in management efficiency and the full utilization of resources, which in turn can lead to a significant reduction in costs. Digital management can effectively improve the efficiency of a company's production and operation (Wang, 2022).

2.5 Company profile

Gong Da is a high-tech enterprise integrating science, industry and trade. The company was founded in 2003, and its headquarter is located in the International Business Center of Jinan High-tech Zone Environmental Protection Science and Technology Park, existing Gong Da company Ji Yang branch. Qingdao Rangel Automatic Control System, Suzhou Glanda Energy-saving Technology Development, Jinan Gong Da Intelligent Mechanical and Electrical, three wholly-owned subsidiaries. Liao Cheng City Cheng Fa Heat Power, Liao Cheng City New North Clean Heating Equipment, two investment companies, 14 foreign offices. Our headquarter is 1800 square meters, research and development center are 5380 square meters, production workshop is 6800 square meters, laboratory is 500 square meters, stereo warehouse is 4200 square meters, industrial park under construction is 45 acres, research and development base are 23 acres, annual business volume is more than 479 million yuan.

Since its inception, the company has taken "creating the way of building intelligence, building a better home for mankind" as its vision; "let the building serve for mankind" as its mission; "build a foundation of integrity, quality first. Brand establishment, the world" for the purpose; "bigger and stronger, more real and longer" as the business goal; adhering to the "heavy self-caution, actions speak louder than words" business philosophy and "this book to be a person, practical work We cooperate closely with many universities and colleges, academic groups, scientific research units and famous manufacturers at home and abroad, and make use of our own advantages to learn from advanced technology and experience at home and

abroad, and specialize in building automatic control, thermal network automatic control, energy power, heating, ventilation and air conditioning (HVAC) equipment and control, new energy technology, water treatment, purification engineering, data centers, laboratories and other industries and fields. We are specialized in R&D, equipment manufacturing, project implementation, program design and technical service for building automation, thermal network automation, energy power, HVAC equipment and control, new energy technology, water treatment, purification engineering, data center, laboratory and other industries and fields. We have also independently developed more than ten types of system technology solutions, such as "Heat Network Remote Monitoring System", "Distributed Energy Operation and Maintenance Control System" and "Gong Da Cloud Intelligent Energy Operation System". Dozens of product technology research and development innovation, so that the company has achieved fruitful results and significant development.

The road is long and far, I will go up and down to seek for it. To work diligently and move forward silently is the everlasting dedication of Gong Da people; to be self-improving and bold is the everlasting entrepreneurial spirit of Gong Da people. In today's knowledge-based economy, we believe that the true hero of the times is to have a heart for the world, to innovate in science and technology, and to serve the country in industry. Looking into the future, we have a long way to go, and we are willing to work with our colleagues in various industries to promote each other and develop together.

The organizational structure of Gong Da Company is a linear-functional structure with a simple organization. The general manager is the top manager of the company, and his main responsibility is to be fully responsible for the operation of the company, under the company's factory department, sales department, finance department, technology department and personnel department, each department has its own duties to complete the daily work of the company, to ensure the normal operation of the company. Also set up each department head, responsible for the work of the department, at the same time to ensure that the daily decisions down to each employee in a timely manner.

Employee Structure Analysis:

Gong Da is an enterprise in the fields of science and technology research and development, technical service and manufacturing. Influenced by the company's industry, a large number of front-line employees are not highly educated. At present, there are 286 employees in the company, 205 of them have college, junior college or below education, accounting for 71.68%. There are 19 doctoral and master's degree students and senior engineers and technicians, and 62 employees with bachelor's degree.

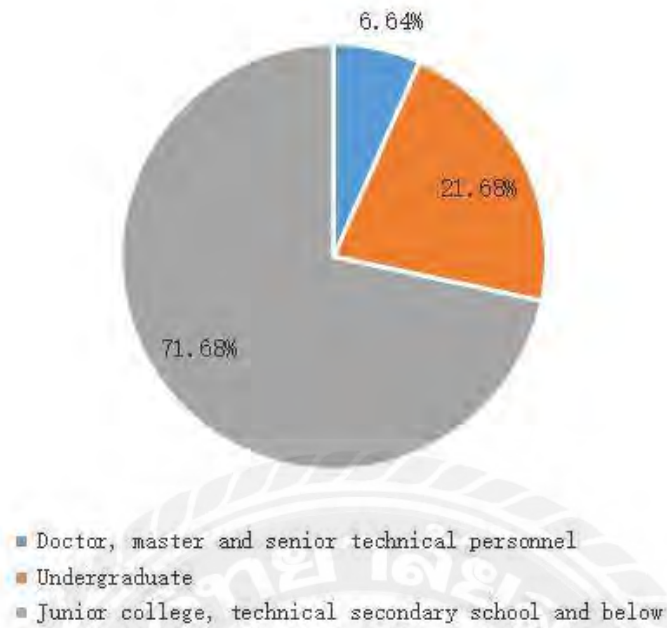


Figure2. 1 Remuneration reasonably reflects the value of the position

By the end of 2022, 103 employees of Gong Da have been employed for less than 3 years, 75 for 3-5 years, 54 for 6-9 years, 32 for 10-14 years, and 22 for more than 14 years. The percentage of those who have joined the company for less than 5 years is 62.23%, which also indicates that the stability of the company's employees is poor and there is a potential risk of staff turnover. The employee's length of service is shown in the figure2.2.

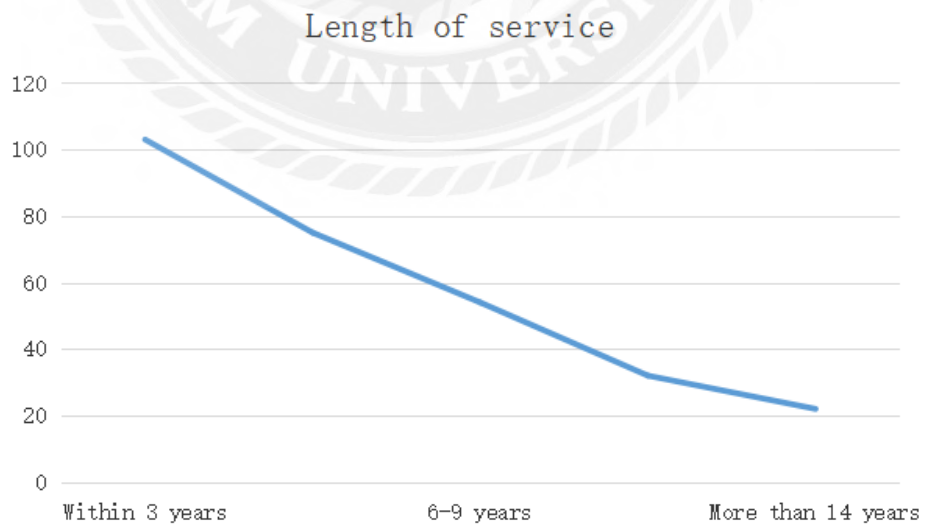


Figure2. 2 Employee seniority chart

2.6 Research framework

The research idea is detailed in the accompanying figure:

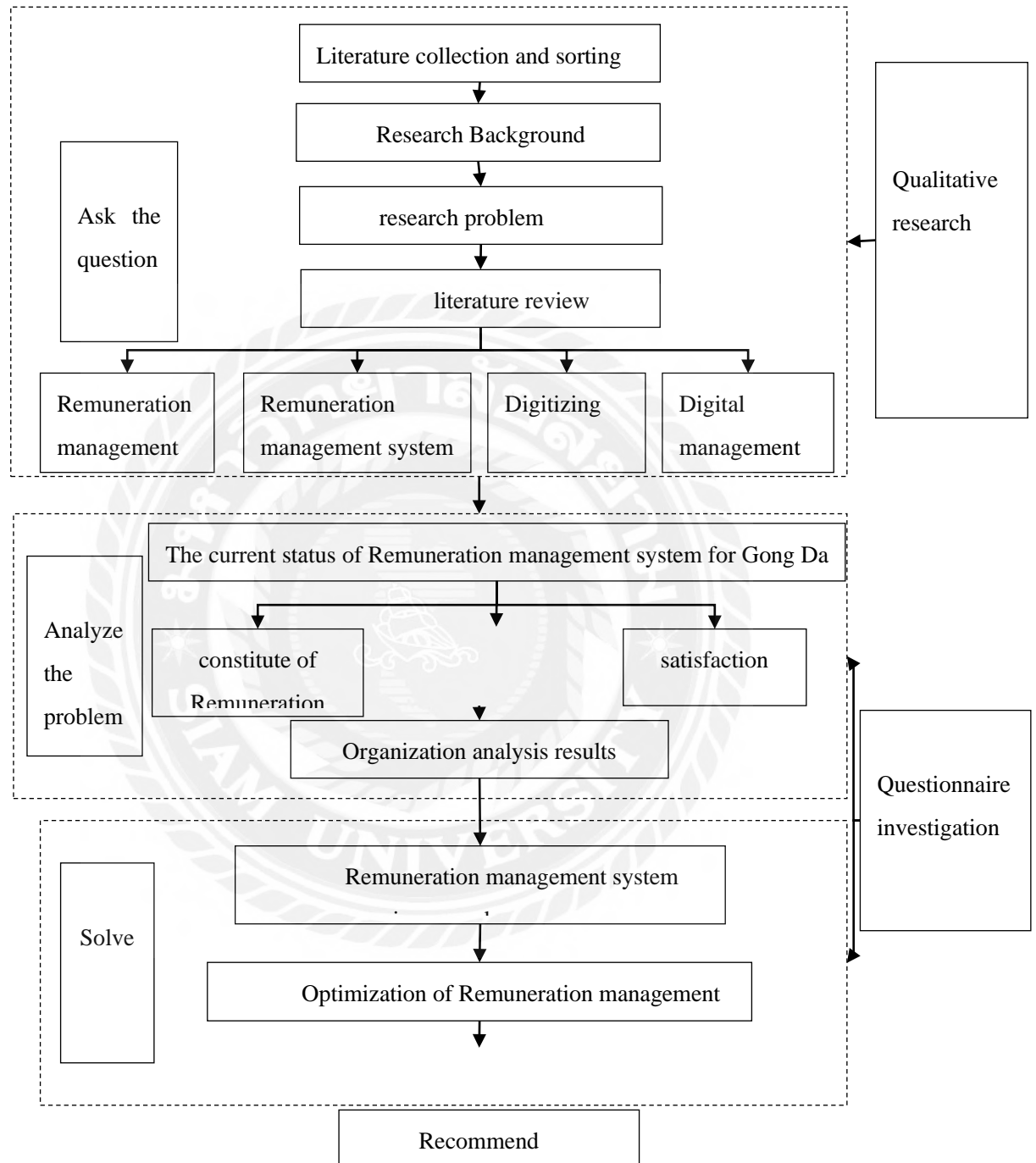


Figure2. 3 Research framework

The research object of this paper, Gong Da Company, is a high-tech enterprise integrating science, industry and trade. After years of development, the company now has a certain influence and competitiveness in the field of building technology. This

paper summarizes the latest research results by studying the theories of literature on remuneration management, remuneration management systems, digitalization and digital management, and combines them with the actual situation of Gong Da Company. A questionnaire was designed and through a combination of quantitative and qualitative research, the study found that the company has problems such as the mismatch between the remuneration management system and the current company strategy, the unreasonable structure of the remuneration management system, the lack of incentive and dynamic changes in the remuneration management system, and it is these problems that lead to low employee satisfaction in the company, which is attributed to the backwardness of the management concept and the lagging management system. In view of the above problems, relevant suggestions are put forward for the optimization plan and implementation guarantee measures.

3. Research Methodology

3.1 Introduction

1. This paper uses a mixed research approach, in which a combination of quantitative and qualitative research is used, with quantitative data expressed exclusively for indicators that can be measured with data, supplemented by qualitative descriptions.

2. The method of qualitative research used in this paper is mainly through studying the relevant literature on payroll management systems and systematically reading and understanding the latest research results on remuneration management system. By studying and analyzing the existing research results, summarizing them and finding out the shortcomings of the current research results, the direction of this paper's research is clarified, the basic research ideas are formed and a theoretical basis is provided for subsequent research.

Through the use of Internet database resources, retrieval and research of domestic and foreign excellent journals and magazines and through the library to check the digital payroll management books, and the above theoretical knowledge to classify and organize, to lay a good theoretical foundation for this paper. We also conducted a study on the operation of the remuneration management system of Gong Da Company, visited the front line of the company, researched the management and front-line employees of the company, and checked the internal documents of the company to provide a basis for the study on optimizing the management system.

3.2 Sampling

The questionnaire was selected randomly from the heads of departments and ordinary employees, so that all participants would be clear about the meaning and purpose of the survey, and to prevent employees from resisting and being negative towards the survey, so as to maximize the accuracy and validity of the results. 230 internal staff were selected to participate in the survey. The survey was conducted

electronically and 220 questionnaires were distributed, of which 220 were returned, 210 of which were valid.

3.3 Questionnaire design

The main task of this survey is to investigate issues such as employee satisfaction and the reasonableness of the remuneration structure. The company wanted to listen to the real voice of the employees in relation to the current remuneration system etc. The main focus was on employees' views on pay levels and the payroll system, and to make adjustments and suggestions. The results of this survey show that there are some problems in the management and operation of the company, especially in the area of remuneration, which will be beneficial to the long-term development of the company if they can be improved in time. A questionnaire form is developed for the key research items in this paper, and the questionnaire questions radiate from point to point around the content of the research, such as investigating the basic situation of payroll management such as the structure of the remuneration management system, job salary setting and pay and benefits package of the current enterprise, and analyzing the factors affecting the digital transformation in conjunction with the attitudes and difficulties of personnel at all levels of the enterprise towards the digital transformation of the enterprise's remuneration management.

3.4 Data analysis

The questionnaire survey was analyzed by SPSS, and the questionnaire selected the following three aspects to understand the employees' knowledge of the remuneration management system in terms of the strategy of the company's remuneration management system, the scientific of the structure of the remuneration management system and the dynamics of the remuneration management system, respectively. From the results of the survey, 55.71% of the employees think that the company's remuneration management system is basically consistent with the development strategy of the enterprise, 49.52% of the employees think that the scientific nature of the remuneration management system is basically reasonable, and 49.2% of the employees are basically satisfied with the dynamic management of the company's remuneration management system.

4. Finding

The questionnaire was selected randomly from the heads of departments and ordinary employees, so that all participants would be clear about the meaning and purpose of the survey, and to prevent employees from resisting and being negative towards the survey, so as to maximize the accuracy and validity of the results. 230 internal staff were selected to participate in the survey. The survey was conducted electronically and 220 questionnaires were distributed, of which 220 were returned, 210 of which were valid.

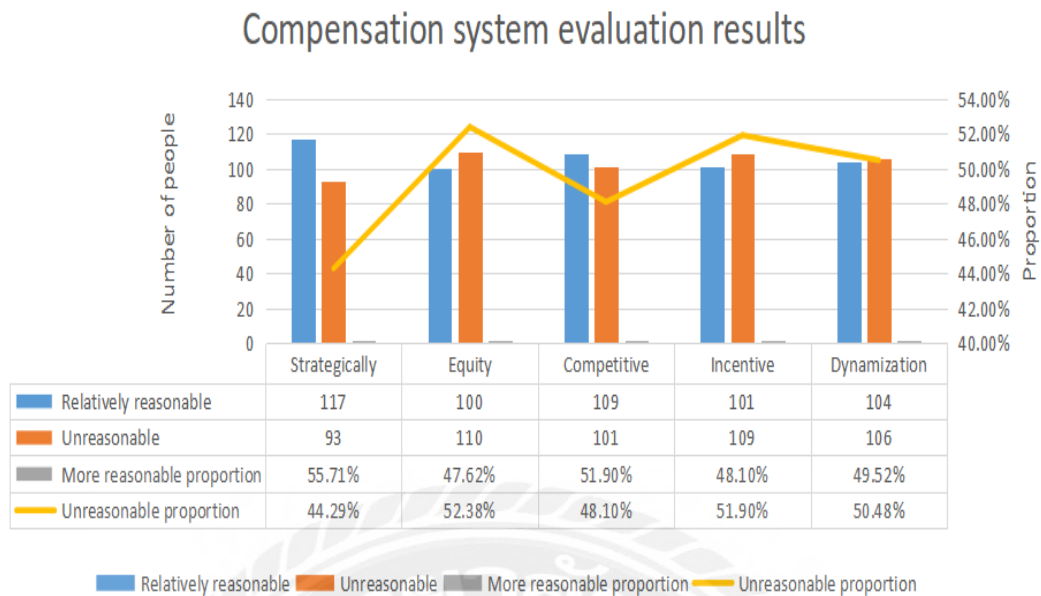


Figure4. 1 Salary Dimension Survey Results

The questionnaire survey was analyzed by SPSS, and the questionnaire selected the following three aspects to understand the employees' knowledge of the remuneration management system in terms of the strategy of the company's remuneration management system, the scientific of the structure of the remuneration management system and the dynamics of the remuneration management system, respectively. From the results of the survey, 55.71% of the employees think that the company's remuneration management system is basically consistent with the development strategy of the enterprise, 49.52% of the employees think that the scientific nature of the remuneration management system is basically reasonable, and 49.2% of the employees are basically satisfied with the dynamic management of the company's remuneration management system (as shown in the figure4.1). There are three specific areas to be analyzed.

Options	Number of people	Ratio	Remark
Satisfaction	20	9.52%	55.71%
Basic satisfaction	97	46.19%	
Less satisfied	60	28.57%	44.29%
Very dissatisfied	33	15.71%	

Figure4. 2 Overall remuneration level satisfaction

Through the survey results, it is found that in the strategic management of the remuneration system, there are 117 people, accounting for 55.71%, who think that the

overall level of remuneration management is in line with the company's long-term development strategy, and 93 people, accounting for 44.29%, who think that it is not reasonable enough. It can also be seen that most of the company's employees are generally satisfied with the remuneration management system, reflecting from the side that the company's remuneration management system does have a certain degree of problems (see figure4.2).

Remuneration Structure/Ratio Options	Equity / Ratio	Competitiveness / Ratio	Incentive / Ratio	Remark
Satisfaction	28/13.33%	29/13.81%	19/9.05%	49.2%
Basic satisfaction	72/34.29%	80/38.1%	82/39.05%	
Less satisfied	65/30.95%	78/37.14%	86/40.95%	50.8%
Very dissatisfied	45/21.43%	23/10.95%	23/10.95%	

Figure4. 3 Reasonableness of remuneration structure setting

Regarding the scientific aspects of the remuneration structure, 49.2% of the people held a positive attitude, while another 50.8% thought that the remuneration management system was not reasonable enough, lacking fairness, competitiveness and incentives, and believed that the value of employees' work contribution was not proportional to the payment, which largely frustrated the enthusiasm of the employees of the commercial and operation departments, and the performance pay accounted for a small proportion of all the remuneration, and the effect of the performance incentive was not obvious. Obviously, the performance incentive effect is not fully utilized to the fullest extent (as shown in the figure4.3).

Options	Number of people	Ratio	Remark
Very reasonable	30	14.29%	49.52%
Reasonable	74	35.24%	
Unreasonable	80	38.10%	50.48%
Very unreasonable	26	12.38%	

Figure4. 4 Remuneration reasonably reflects the value of the position

With regard to the dynamic management of the remuneration management system, 104 people, accounting for 49.52%, considered it reasonable; 106 people, accounting for 50.48%, considered it not reasonable enough, believing that the company's remuneration management system was too fixed and could not reflect the

value of the positions in a timely manner, and did not realize the dynamic management of the remuneration, indicating that the company's remuneration management system lacked effective dynamic management.. (As shown in the figure4.4).

5. Conclusion and Recommendation

5.1 Conclusion

Through investigation and research, analysis of the current situation of Gong Da Company, combined with the research results of scholars at home and abroad, as well as studied the relevant theories of remuneration management, through the investigation of Gong Da Company's remuneration satisfaction, remuneration management strategy system and dynamic changes in remuneration, collated and analyzed the main problems of Gong Da Company's current remuneration system, optimized the design of Gong Da Company's remuneration system, formed a scientific, systematic and certain competitive remuneration management system, which helps Gong Da to strive for better development in the fierce market competition. Through the summary, the following conclusions are drawn:

Firstly, it is necessary to establish a remuneration management system which is consistent with the development strategy of the enterprise. Gong Da should start from the perspective of the company's long-term strategic development, strengthen the people-oriented management concept, improve the managers' human-oriented management ideas, respect people at the spiritual level, material level and other aspects, love people, care for people, pay attention to the value of human beings, encourage innovation, and formulate a remuneration management system that is consistent with the company's development strategy.

In recent years, with the help of the national Internet favorable policies to obtain competitive advantages, the company has developed momentum, the company's efficiency has increased year after year, and the manager of Gong Da company because of its ideological limitations, the salary maker itself lacks the overall concept, has been too much focus on business development, while ignoring the development of human resources strategy, no strategic planning of human resources, the design of the remuneration management system is not from the company's The design of the remuneration management system did not start from the objective reality of the company, moreover, it did not consider the strategic planning from a long-term perspective, which has certain convenience, but derived more problems that have not been solved, and Gong Da needs to establish a strategic management system supported by a people-oriented management concept. People-oriented, to achieve the goal of comprehensive human development To achieve the self-worth of our employees by focusing on high quality employees and integrating the realization of their self-worth with the development goals of the company (Workers Daily Tianxun Online, 2003). People-oriented, to be based on people, people premise, people motivation, people purpose. The process of management takes people as the starting

point and management center, stimulates and mobilizes the initiative, enthusiasm and creativity of the employees of the enterprise, takes into account the needs of each employee and strives to make them satisfied to the maximum extent. To provide opportunities and space for employees to develop their talents, especially for high-level management and technical personnel, and ultimately to achieve the common development of people and enterprises. Based on the development strategy of the company, the determination of the remuneration management system is an important part of human resources management, which reflects the development strategy of the enterprise from the aspect of remuneration strategy and reflects the cultural value judgement of the enterprise, and what kind of remuneration scheme the enterprise chooses depends on the development strategy of the enterprise.

Secondly, formulate a scientific and reasonable remuneration management system and maximize its effect. The company should take fairness, competitiveness and incentives as the principles, and make the company's remuneration management system more scientific and reasonable by optimizing the evaluation of positions, opening up promotion channels, quantifying the grading of positions, and intuitively quantifying the results.

In view of the unreasonable, single incentive, insufficient fairness and lack of competition of the position-based remuneration management system currently adopted by Gong Da, it is necessary to adopt a scientific and reasonable remuneration management system and design corresponding safeguard measures to guarantee its smooth implementation. The problem of internal remuneration can be solved by job evaluation and job classification. The relative value of all positions can be quantified, with an intuitive value quantification results, so that the relative value of the relationship between the positions is also clearer, through the relative value of the positions to determine the position remuneration, so that there is comparability of remuneration between positions, the staff of each department to position value is also clearer, more easily accept the value gap between positions, help to eliminate part of the sense of unfairness, but also help to motivate employees to have a more It also helps to motivate employees to work in a more positive way.

In response to the structural problems of the company's remuneration management system, employees understand the value of their positions through their personal remuneration levels. According to the labor market situation, research and analysis should be carried out on the industry's labor force remuneration level, based on the company's remuneration strategy, the remuneration allocation must be effectively combined with a scientific and specific appraisal system in order to be better equipped to compete in the internal and external environment. In the company's original remuneration system, the assessment was in vain. The new remuneration system needs to design and evaluate the individual performance targets and assessment indicators for different positions in a targeted manner, so that employees' behavior can be reflected through various specific assessment indicators, so that employees can truly experience equal pay for equal work and more pay for more work,

which is conducive to the enhancement of employees' work autonomy and better motivation of employees' work enthusiasm.

By evaluating the remuneration structure and the proportion of employees, the basis of the evaluation and the proportion must be in line with the corporate strategy to ensure that the remuneration design is strategic and motivational, and that the designed remuneration management system is in line with the principles of economy and legality. The most crucial part of the optimization of the remuneration management system is the implementation of the remuneration management system plan into the actual operation of the company. Targeted safeguards help the smooth implementation of the remuneration management system and enable problems to be identified and corrected early in the implementation of the new remuneration management system.

Thirdly, it is necessary to improve the level of digital management and realize the dynamic management of the remuneration management system. The company needs to combine the Internet, big data and other technologies to quantify management objects and management behaviors, and on the basis of data analysis, achieve digital management of remuneration.

The remuneration management system lacks dynamic changes and needs to be made more digital. The use of digital technology allows the production management of each company to be recorded in digital form and the data can be extracted for analysis and use in conjunction with the internet, big data algorithms and other technologies (Wang, 2022). Through historical data and existing data to analyze and corresponding welfare benefits and income data, on the basis of data analysis, through digital management, predict the differences in the salary management of Gong Da's employees, so as to analyze the scientific rationality of the remuneration system. The dynamic operation of the post grade salary is linked to the individual performance assessment, following the principle of post changing salary changing and easy post and easy salary. During the dynamic operation, the wages between different salary sequences shall not be crossed and shall not take the high but not the low. Therefore, it is necessary to dynamically adjust and optimize the remuneration management system of Gong Da and strengthen the digital management.

5.2 Recommendation

The remuneration management system itself should be a dynamic system, which will constantly change under the influence of internal company development and external changes of the times, and the remuneration management system should be adjusted and optimized in accordance with the different development states of the company.

In the context of big data, the basic salary levels of enterprises will tend to be more precise and abundant, optimizing the distribution of income while creating a healthy competitive environment for the market, and realizing the fairness of employee effectiveness and remuneration levels, which is conducive to motivating

employees to work and improving the effectiveness of the enterprise, and the remuneration system developed in conjunction with the development strategy of the enterprise and the needs of employees will play a good guiding value.

Through this study, I have gained an in-depth understanding of the remuneration system and applied my theoretical knowledge to practice, analyze problems and solve them. On account of to my limited research level, many aspects are not deep enough. Of course, the problems faced by different companies are different, but the concept of talent is the same, and how to better retain and motivate talent is the subject we always have to study.

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Appendix

Questionnaire on Company Employees' Perception of Remuneration Management

Dear members:

Thank you for taking the time to fill in this questionnaire!

Please think carefully about each option and select the one you think is the most appropriate, this questionnaire is anonymous, thank you for your cooperation!

Part I: Basic Information

1、 Gender:

A. Male B. Female

2、 Years of entering the unit (years):

A.1-2 B.3-5 C.6-9 D.10-14 years E.15 years and above

3. Age level (years):

A.18-24 B.25-30 C.31-40 D.41-54 E.55 years or above

4、 Your education level:

A. Specialist and below B. Bachelor's degree C. Master's degree D. Doctor's degree

5、 The monthly salary range of the post:

A. below 5000 B. between 5000 and 10000 C. above 10000

6、 Your job category:

A. Middle management B. General management C. Production staff D. Engineering staff E. Support staff

Part II: Compensation System

1、 How much do you know about the company's remuneration system?

A. Very much B. Comparatively C. General understanding D. No understanding

2、 Do you think the company's remuneration system is scientific?

A. Very scientific B. Comparatively scientific C. General D. Very unscientific

3、 Do you think the company's remuneration system is reasonable?

A. Very reasonable B. Comparatively reasonable C. General D. Very unreasonable

4、 How satisfied are you with your personal remuneration from the company?

A. Satisfied B. Basically satisfied C. General D. Very disappointed

5、 Are you able to participate in the design (modification) of the remuneration scheme?

A. Frequent participation B. Certain opportunity to participate C. General D. Few opportunities E. No opportunity at all

6、 What kind of remuneration system do you think the company is currently

using?

A. Position (job) salary B. Also, on salary C. Skill salary D. Performance salary based on position salary E. Other (please specify)

7、 Has the remuneration system been adjusted since you entered the company?

A. Yes B. No

Part III: Remuneration Fairness Survey

1、 Do you think the company's salary is fair?

A. very fair B. general C. unfair D. very unfair

2、 How do you think your salary level is compared with those in the same position in the same industry in this area?

A. Very high B. Equal C. Slightly lower D. Very low

3、 Do you think you are rewarded for your work?

A. Higher than expected B. Normal C. Lower than expected D. No return at all

4、 Do you think you can show your personal value in your work?

A. Very much B. Should be C. Not too much D. Not at all

5、 Do you think your salary is equal to your work performance?

A. Very equal B. Comparatively equal C. General D. Not equal E. Very unequal

6、 If you think it is unfair, what is the reason? (Optional items can be left out)

A. Remuneration depends purely on the level of the salary position, and the correlation with performance is very weak.

B. There is no reasonable pay decision mechanism, pay arbitrariness.

C. Employees are paid differently for the same job

D. The level of one's own remuneration is not in line with the contribution one has made.

E. Others (please specify)

Part IV: Remuneration Satisfaction Survey

1、 You are satisfied with your personal salary?

A. Very B. Comparatively C. Generally, D. Generally, not E. Very not

2、 You are satisfied with the company's current implementation of the welfare system?

A. Very B. Comparison C. General D. General not E. Very not

3、 What is your degree of satisfaction with the company's current assessment indicators and performance pay?

A. Very B. Comparison C. General D. General Not E. Very Not

4、 How satisfied are you with your salary growth in the past year?

A. very B. comparative C. general D. general not E. very not

5、 What is your degree of satisfaction with your current working environment?

A. Very B. Comparison C. General D. General Not E. Very Not

6、 How do you think the working atmosphere between colleagues?

A. Very B. Comparison C. General D. General not E. Very not

7、 Do you have a sense of belonging to the company?

A. Very much B. Comparatively C. Generally, D. No E. Very little

Part V: Remuneration Incentive Survey

1、 Do you think the remuneration incentive role on the degree of influence on the development of the enterprise?

A. Very much B. To a certain extent C. Can't say D. No

2、 Are you satisfied with your career development space and job promotion?

A. Very B. Comparison C. General D. General not E. Very not

3、 Do you think the current company's salary system on the degree of attraction of talent?

A. Very big B. To a certain extent C. Not good to say D. No

4、 Will you often be affirmed and encouraged in your usual work?

A. Often B. Occasionally C. No D. Not at all

Part VI: Competitive Remuneration Survey

1、 Do you think the company's remunerations are transparent?

A. Very transparent B. Comparatively transparent C. General D. Non-transparent E. Don't know

2、 Compared with other enterprises in the same region, is your company's remuneration system competitive?

A. Very strong B. Stronger C. General D. Not strong E. Very bad

3、 Does your company have strong competition for positions?

A. Very strong B. Strong C. General D. Not strong E. Very bad

4、 What do you think is the strategy for the external competitiveness of the company's salary level?

A. Leading B. Following C. Lagging D. Mixed

5、 You think the company salary level adjustment should be based on what?

A. Market B. Performance C. Position D. Ability

Part VII: Other Related Information Survey

1、 What do you think are the reasons for colleagues around you to leave their jobs (multiple choice):

A. Salary and welfare B. Upward space C. Interpersonal communication D. Work environment E. Working hours F. Other (please fill in)

2、 If the company optimizes the current salary system, which part do you most want to optimize (single choice)

A. Basic salary B. Performance pay C. Learning and promotion opportunities D. Job promotion E. Paid holidays F. Other (please list)

3、 Do you have any additional instructions to add? (Please fill in)

