



**PROMOTING PART-TIME WORKERS' LOYALTY AND
PRODUCTIVITY EFFICIENCY BASED ON EFFECTIVE YEAR-
END INCENTIVE STRATEGY AND SOCIAL INTERMEDIARY
DIALOGUE**

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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

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ABSTRACT

The purpose of this article is to apply effective incentive strategy management to manage employees of Inner Mongolia Yili Industrial Group Co., Ltd., and explore the contribution of effective employees to the efficiency of part-time labor in the process of year-end incentive strategy and social intermediary dialogue mode. Solve the outstanding problems caused by inadequate year-end incentive mechanisms, and effectively stimulate the potential of employees. This study has three research objectives:1)To investigate how Inner Mongolia Yili Industrial Group Co., Ltd. Employees' loyalties is promoted by year-end motivation strategies.2)To examine problems encountered by nner Mongolia Yili Industrial Group Co., Ltd. in the social mediation dialogue and the result of improper year-end motivation mechanism.3)To evaluate the effective methods of year-end motivation strategies to Inner Mongolia Yili Industrial Group Co., Ltd. employees and promote employee loyalties.

This study takes the dialogue public relations theory, Expectancy theory, and social exchange theory as the main theories, and adopts quantitative research methods to conduct sampling surveys. A total of 147 valid questionnaires were collected. From the perspective of the effective year-end incentive management of Inner Mongolia Yili Industrial Group Co., Ltd. (independent variable), to verify whether it affects employee loyalty and productivity efficiency (dependent variable). Research results were: Firstly, the individual's validity, reliability, and factor load were tested. The results showed that the CR value was higher than the recommended threshold of 0.7,

confirming the reliability of the structure. Secondly, through confirmatory factor analysis of each structure, the measurement project load obtained was higher than the recommended minimum value of 0.50. Then, the Partial Least Squares (PLS) Structural Equation Model (SEM) was compared with the covariance based SEM. In the survey, there was no significant difference between genders, but there was a significant difference between employee participation and duration, as well as income. Finally, the quantitative analysis results showed a direct relationship between variables, Confirmed that high-performance year-end incentive strategies can help Inner Mongolia Yili Industrial Group Co., Ltd. employees achieve higher levels of productivity and satisfaction. And by introducing effective incentive strategy management models, they can improve work efficiency and job satisfaction, thereby reducing the resignation rate and ensuring that employees of Inner Mongolia Yili Industrial Group Co., Ltd. can obtain more benefits from labor and organizational performance.

Keywords: year end incentive strategy, employee loyalty, social intermediation dialogue, job productivity.

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From this, I not only learned management knowledge, but also learned a lot about being a man, doing things and learning. After repeated investigation and polishing, I finally submitted my thesis.

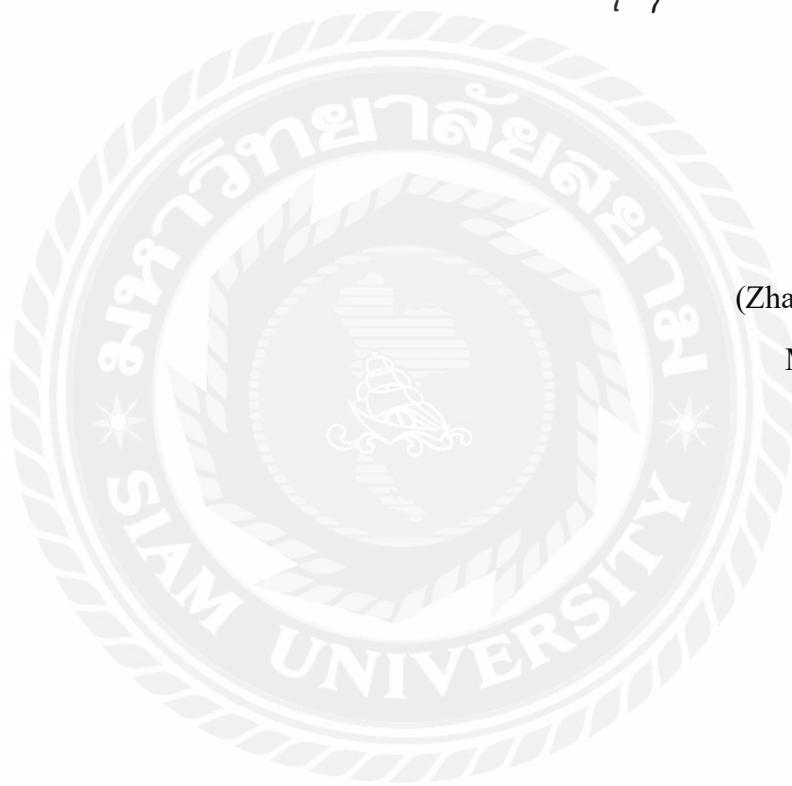
In addition, the successful completion of this paper was also inseparable from the help of other teachers in the college. I would like to express my deep gratitude to them!

ZHAO XIAOQING

Declaration

I, Zhao XiaoQing, hereby certify that the work embodied in this independent study entitled “Research on promoting part-time workers' loyalty and productivity efficiency based on effective year-end incentive strategy and social intermediary dialogue” is result of original research and has not been submitted for a higher degree to any other university or institution.

Xiaoqing Zhao



(Zhao XiaoQing)

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Chapter 1 INTRODUCTION

At present, many enterprises in China often neglect the communication of employees in the process of motivating employees and do not make a certain distinction in year-end incentive means and strategies. As a result, the year-end incentive is not in place, which can not effectively stimulate the potential of employees, even to a certain extent dampens their enthusiasm, reduces the participation and loyalty of employees, and thus fails to achieve the desired year-end incentive effect. Therefore, this study is based on this scope.

1.1 Background of the Study

Performance management is the most crucial module in human resource management (Folan & Browne, 2005). After years of development and practice, the theory and tools have been relatively mature and perfect. As an important means for the company to improve performance and assess employees, performance management plays an essential role in the company's operation (Buckingham & Goodall, 2015). However, there are also weaknesses and problems in some industries. It is more evident that technology-driven companies, such as the Internet, electronic technology, and financial industry.

Among the large companies in these industries, although the performance appraisal is complete and improving daily, the effect often fails to meet the expectations of the enterprises (Diputra & Yasa, 2021). In addition, the most prominent is that the enterprise management has changed from the previous management focusing on things to the management focusing on people. In this way, how to mobilize the enthusiasm and creativity of employees has become an important topic in current enterprise management.

Especially for the current employee industry, although it has opened up a new way for talent display, the employees of Inner Mongolia Yili Industrial Group Co., Ltd. lack continuous participation, leading to the withdrawal of many employees. In this process, communication between enterprises and employees is limited, but mutual trust is needed to achieve dialogue, so some scholars believe that dialogue is crucial in public relations (Rawlins et al., 2007). However, their work in the relationship is different. Although a trust can facilitate the evaluation of partners, distrust can blind

evaluators and make it more difficult for them to generate positive evaluations (Govier, 1992). According to this logic, only when trust is formed can enterprises and employees enhance their perception of dialogue and communication.

The "odd jobs" economy is a relatively new phenomenon as the background of this study. The term was originally coined by a British journalist in 2009 to reflect the trend of workers' pursuit of "a pile of free floating projects, consulting and part-time jobs" when trading in the digital market (Brown, 2009). These platforms act as intermediaries between entities willing to hire workers for short-term work and a large number of candidates seeking to complete the work (Cabrelli, 2019). Since 2005, the number of digital platforms has increased dramatically. Their services are mainly divided into on-demand services and online freelancers. This paper is to explore the effective strategies of year-end motivation in order to promote employee motivation and promote employee loyalty. This paper starts by stating the importance of enterprises' year-end motivation to promote employee loyalty. Year-end motivation, on the one hand, can retain 22and Inner Mongolia Yili Industrial Group Co., Ltd. employee, mainly weaken defections idea, stabilize mentality, to alleviate the personnel loss before and after the festival. On the other hand, motivation and attract core employee with excellent performance to continue efforts to create greater value for the enterprise in the next year. And then it analyzes the forms of year-end motivation for enterprises to Inner Mongolia Yili Industrial Group Co., Ltd. employees, material form, the form of currency, representative spiritual reward, motivation and commitment to cash and shares and so on (Brown & Barlow, 2009). In general, this study aims to study how year-end incentive strategies and social mediation dialogues can effectively help control the loyalty and productivity efficiency of part-time workers working on online platforms.

Based on the motivation theory expectation theory proposed by Victor Frum, a famous psychologist and behavioural scientist in North America, in his work *Work and Motivation* in 1964, the researchers first used Frum to put forward a human expectation model: personal effort → personal achievement (performance) → organizational reward (reward) → personal needs to play the role of expectation theory, And stimulate the enthusiasm of employees of Inner Mongolia Yili Industrial Group Co., Ltd. for self-improvement, and apply it to the practice of enterprise management and performance improvement. Then, a key research gap was solved by investigating the regulatory impact of effective incentive strategy intervention on the

online platform and investigating the withdrawal of healthy and nutritious food (Dazzi, 2019). Finally, through empirical analysis, the results show that the online platform can improve the job satisfaction and productivity of Inner Mongolia Yili Industrial Group Co., Ltd employees. The effective year-end incentive strategy plays a crucial role in the dialogue, establishing trust between employees and enterprises.

As a trusted condition, it is standardized by combining the rules of effective incentive strategy management, Thus, the productivity and participation of the employees of Inner Mongolia Yili Industrial Group Co., Ltd. are improved, and the opportunity for them to quit their employees is reduced. It is further observed that, for employees, as long as they pay more attention to and study the expectation theory and make use of and improve it in the practice of enterprise management, the expectation theory will play an important role (Bewsell, 2012). These results help redesign the online employee platform and use effective incentive strategy management to improve Inner Mongolia Yili Industrial Group Co., Ltd employees' performance and retention rate. The innovation of this paper is based on the dialogue theory and expectation theory and often regards effective year-end incentive strategies and intermediary social dialogues as variables. The role of Inner Mongolia Yili Industrial Group Co., Ltd. in evaluating employee participation and productivity on the crowdsourcing platform can bring positive results to the organization, and high interaction will lead to positive relationship results; And provide some personal opinions for the same researchers.

1.2 Problem of the Study

For many employees, the working group is the main social place, and employees express their sense of frustration and satisfaction through communication within the group (Dawkins, 2005). Based on basic applications, they assign service tasks to individuals in specific regions, and then complete online orders of consumers through offline waiters, such as meal delivery services and delivery services. However, due to the different work performed on these platforms. In most other types of team performance settings, this mechanism should lead weaker colleagues to increase their efforts, because higher performance goals are generated by upward social comparison with better colleagues. The workload and complexity of workers vary greatly. In addition to the "tangible" activities in the real world, there are also platforms for various virtual services that are executed and completed online. The online freelance

platform enables organizations to access a network of freelancers with high professional skills (Buckingham & Goodall, 2015). Therefore, communication provides an emotional expression mechanism to release emotions, and meets the social needs of employees. It provides individuals and groups with information needed for decision-making, so that decision-makers can determine and evaluate various alternatives.

1.3 Research Questions

1) How can investigate how Inner Mongolia Yili Industrial Group Co., Ltd. Employees' loyalties is promoted by year-end motivation strategies?

2) How can examine problems encountered by Mengniu YiLi companies in the social mediation dialogue and the result of improper year-end motivation mechanism?

3) How can evaluate the effective methods of year-end motivation strategies to Inner Mongolia Yili Industrial Group Co., Ltd. employees and promote employee loyalties?

1.4 Objectives of the Study

According to this logic, only when trust is formed can enterprises and part-time employees enhance their perception of dialogue and communication (Rawlins, 2007). Finally, for employees of different positions, ages and characteristics, effective year-end incentive strategies are proposed to motivate employees, hoping to bring some reference. Thus, further aiming at the following three sub-dimensions.

1) To investigate how Inner Mongolia Yili Industrial Group Co., Ltd. Employees' loyalties is promoted by year-end motivation strategies

2) To examine problems encountered by Inner Mongolia Yili Industrial Group Co., Ltd. in the social mediation dialogue and the result of improper year-end motivation mechanism.

3) To evaluate the effective methods of year-end motivation strategies to Inner Mongolia Yili Industrial Group Co., Ltd. employees and promote employee loyalties.

1.5 Significant of the Study

Based on the above background, this paper combines the research results of academia and draws practical conclusions. Therefore, this paper will explain the significance of this research from both theoretical and practical aspects.

1.5.1 Theoretical significance

From the theoretical point of view, This paper combines the outstanding characteristics of the new generation of employees, and uses effective incentive strategy management to manage the employees of Inner Mongolia Yili Industrial Group Co., Ltd., and then discusses how the employees of Inner Mongolia Yili Industrial Group Co., Ltd. contribute to the efficiency of part-time labor in the process of effective year-end incentive strategy and social intermediary dialogue model. This study explored the role of Effective year-end incentive strategy and social intermediary dialogue in evaluating the employee participation and productivity of Inner Mongolia Yili Industrial Group Co., Ltd. on the crowdsourcing platform. The existing employee participation knowledge was stratified using the dialogical public relations theory, which expanded the current theoretical and practical understanding of the employees of Inner Mongolia Yili Industrial Group Co., Ltd. operating on the online platform. This, in turn, helps to explain the factors that can reduce the opportunities for employees of Inner Mongolia Yili Industrial Group Co., Ltd. to quit the odd jobs platform (Rajala & Laihonen, 2019). The use of effective incentive strategies as an incentive tool can help prevent employees' fatigue in Inner Mongolia Yili Industrial Group Co., Ltd. and reduce motivation caused by the unconventional nature of odd jobs. Based on the empirical results, it is suggested to understand how to improve the productivity of employees of Inner Mongolia Yili Industrial Group Co., Ltd. under the adjustment of game elements. It is hoped that through empirical analysis, the understanding of effective incentive strategy management can be realized, and further discuss the innovation and practicality of effective incentive strategy management methods. It is hoped that more enterprises can use effective incentive strategy management to manage the new generation of employees in the future, And provide reference for later researchers..

1.5.2 Practical significance

When entering December of the year, almost all companies were busy with annual inspections, quantitative performance and rating, to reward outstanding employees, motivating all employees of Inner Mongolia Yili Industrial Group Co., Ltd. and improving employee loyalty (Subhani, 2022). Employee motivation or improvement of employee loyalty is not only achieved through the usual incentive

measures and year-end incentives but also an essential work of the enterprise. A successful annual incentive is of great strategic significance for enterprises. It can enable Inner Mongolia Yili Industrial Group Co., Ltd. employees to continue to work hard, encourage them to forge ahead, stabilize unstable employees, increase team cohesion and enhance enterprise brand strength (Okiyi et al., 2020). Then it analyzes the year-end incentive forms, material forms, monetary forms, representative spiritual rewards, incentives and cash share commitments for employees of Inner Mongolia Yili Industrial Group Co., Ltd. Therefore, this paper quantitatively analyzes the employees' attitudes and views on the year-end incentive forms of employees of Inner Mongolia Yili Industrial Group Co., Ltd. through questionnaires, understands the employees' ideas and needs, and summarizes the current basic situation; Secondly, it discusses some deficiencies in practice and puts forward suggestions for improvement. Based on the above reasons, this paper identified effective year-end incentive strategies and intermediary social dialogue as variables for analysis, intending to promote employee loyalty and productivity efficiency of Inner Mongolia Yili Industrial Group Co., Ltd., and determined the theme and conducted research.

1.6 Limitation of the Study

Due to the limited time of researchers' theoretical level, relevant information obtained and relevant investigations, there are still some deficiencies in this paper. For example, during the epidemic period, the time and times that researchers went to Inner Mongolia Yili Industrial Group Co., Ltd. were limited, so the relevant information was limited. The interview content for the employees of the company is not detailed and standardized enough. The data studied in this paper are from the same time period, and there is no survey and analysis of employees in different periods of the company's development process, which may lead to some errors in the analysis of influencing factors. Whether the employee loyalty promotion strategy proposed in this paper is effective requires Inner Mongolia Yili Industrial Group Co., Ltd. to make a judgment after applying it to practice.

Chapter 2 LITERATURE REVIEW

This chapter mainly discusses the theoretical model involved in this study, and reviews the previous development of the dialogical public relations theory, expectation theory, and research achievements and measurement related to this study.

2.1 Introduction

Effective incentive strategy management is the communication of applying design style and design elements to the process of enterprise management. It makes boring work interesting and exciting so that employees can manage and motivate themselves to work in a better manner. How to stimulate the enthusiasm of the new generation of employees and achieve organizational goals has always been an important concern of managers. Subhani (2022) studied how to design communication management and put forward a set of effective incentive strategy management models for each department of enterprise management in terms of effective incentive strategy management. It also analyzes the enterprises that implement the communication management of the new generation based on its characteristics and actively explores the essence and implementation mechanism of successful communication management. However, the mode of effective incentive strategy management still has much room for expansion, which should be explored in combination with the characteristics of various industries. Because effective incentive strategies have the ability to attract the attention of exchange employees. Kakkar et al. (2020) reported on challenges related to loyalty, quality of work, and abuse of autonomy. The application of communication elements in the employee economy has only recently emerged. In order to solve most of these problems, employers have begun to practice communication based work activities (Huang et al., 2020). With the development of human resource management, more and more managers focus on how to promote employee loyalty and productivity efficiency through year-end incentive strategies and social intermediary dialogue. With the increase of employees' working years and positions, their expectations for job satisfaction also increase. Finding new job opportunities and higher personal development opportunities in the organizational environment is one of the important factors for employees to adjust and develop

themselves. Year end incentive is a common incentive measure, which can help managers provide certain rewards for their concerned employees to encourage them to make more achievements in the past year. However, if employees are not rewarded at the end of the year, they will not leave their jobs or be dissatisfied with their work. In this case, managers can promote employee loyalty and productivity efficiency through social intermediary dialogue (Diputra & Yasa, 2021). Therefore, this paper takes social interaction as a moderating variable to study its relationship with effective year-end incentive strategies to promote employee loyalty. This study provides suggestions for enterprises to formulate year-end incentive strategies: if the year-end incentive measures formulated by enterprises are effective and legitimate; And this measure can effectively improve the satisfaction and enthusiasm of employees, so managers can appropriately reduce performance goals and task expectations, to increase employees' sense of organizational support, improve their job involvement and satisfaction with their work attitude.

2.2 Literature Reviews

Motivation mechanism refers to in the organization system, motivation subject system is using a variety of motivations and making it standardized and relative immobilized, and interacting with motivation object, the structure, the way of constrained, relation and evolution rule. In year-end motivation, the reward given to the employee by the end of year. Many are associated with performance and relying on the contribution. Sometimes called a "Christmas bonus" (Dazzi, 2019). Year-end bonuses use lump-sum payments to pay efforts and contribution of excellent employee. Poon (2019) pointed that good year-end motivation can achieve the result of pointing to the heart: whether it is to provide training, to provide free housing loans, to help families of employment, to promote new jobs, and so on, as long as the motivation way to be targeted, it can be able to meet their deep psychological demand, can let all motivation objects feel their own experience, the value of individual work are valued by enterprises, thus inspiring great enthusiasm.

For the theories in motivation mechanism, the requirements include: physiological needs, security requirements, social demand, demand to be respected. low self actualization needs:

- motivating factors for satisfaction factors, it will get satisfaction and motivation.

--health care factors for not satisfied, no idea and it will produce negative behavior.

For enterprise's year-end motivation, they pay attention to two questions: fair and standard (Meng, 2010). The so-called fairness is bonus need to be fairly and objectively given to good employees. To be fair, you must have a good evaluation criterion. To be fair, you must have a clear standard, clear standard is the necessary to security bonus.

Useful year-end motivation for employee motivation is not only money, non-material motivations can sometimes play a role of beyond imagination (Bewsell, 2012). Motivations, because can meet employee to a certain role. To remove the money, some of the non-material motivations, can also meet the needs of employees' respect. Lucrative bonuses for employees is very attractive, to some extent, can retain employees, but if companies don't do a good motivation work at ordinary times, employees will also be lost (Du et al., 2010). Paying attention at ordinary times does not mean annual bonus will be cancelled, but managers should give employees more attention at ordinary times, more diligently study how to retain key talent, what kind of employee motivation system is the most effective.

There are two theoretical sources for organizations to attach importance to the production efficiency of employees. One is social personification. Employees tend to endow organizations with the characteristics of personification, which promotes the development of organizations to attach importance to the production efficiency of employees. Levinson once pointed out that the actions taken by the agent of an organization are usually regarded as the actions of the organization itself, rather than simply attributed to the agent's personal motivation. That, employees regard the preferential treatment or unfavorable treatment they receive as the target of the organization for their benefit or disadvantage (Du et al., 2010). A higher organization's emphasis on employees' sense of productivity will enhance employees' expectations and emotional ties with the organization, guide employees to have a sense of obligation to help achieve organizational goals, and believe that greater efforts to achieve organizational goals will be rewarded by the organization. That is to say, the organizational relationship of employees is regarded as a social exchange process. The exchange of efforts and loyalty between employees is for the return of tangible benefits or social resources (Lamm et al., 2015).

On the other hand, organizations attach importance to employees' sense of

productivity, which can affect individual psychology and emotion, behavior performance, performance and other organizational relationships. Attaching importance to employees' sense of productivity will lead to more work related efforts and more positive work attitudes and reduce negative work attitudes. Park & Kang (2020) took nurse workers as a sample, and believed that nurses who felt a higher sense of organizational importance to employee productivity were more satisfied with their work, and their emotional exhaustion was also low. Emotional disorders aggravate employees' fatigue and disengagement, but higher organizations' emphasis on employees' sense of productivity will reduce the occurrence of emotional disorders, thus generating positive emotions (happiness, happiness), reducing work pressure, putting more effort into work, and higher satisfaction with their careers and jobs. Wang et al (2006) also confirmed that organizations' emphasis on employees' sense of productivity has a significant positive impact on psychological capital.

The organization attaches importance to the sense of productivity of its employees. It focuses on work engagement, emotional commitment, normative commitment, engagement, organizational citizenship behavior, altruistic behavior, innovative behavior. Change support behavior and advice behavior both have a positive predictive effect, and inhibit negative behaviors such as anti production behavior, resignation, slackness (Du et al., 2010). In addition, the organization's emphasis on employees' sense of productivity will also affect other behaviors related to the organization, for example, it can directly and positively affect organizational identity. Zhang et al. (2013) further studied that the organization's emphasis on employees' sense of productivity will have a positive indirect impact on organizational identity by influencing employees' self perception in the organization (such as organizational self-esteem and insider identity perception); In terms of performance, previous studies have shown that organizations attach importance to employees' sense of productivity, which has a positive predictive effect on employee performance, including task performance, innovation performance and contextual performance.

Employee loyalty, also known as employee viscosity, refers to employees' special preference for a certain commodity or service, forming a certain emotional dependence, and then purchasing the product or service repeatedly. As for the research on employee loyalty, foreign scholars started earlier and studied in a wide range of fields. Before employee loyalty was proposed, foreign scholars had conducted relevant research on employee satisfaction. Williams (1991) was the first to

propose employee satisfaction, pointing out that the level of employee satisfaction will have an important impact on employees' consumption behavior. Employees who are satisfied with products or services will buy repeatedly, otherwise, it will lead to the loss of employees. With the continuous deepening and development of the research on employee satisfaction, foreign scholars put forward the concept of employee loyalty, which is reflected in the repeated purchase of products or services. Meng (2010) believed that word of mouth of enterprise products or services has an important impact on improving enterprise market competitiveness, and is also an important factor affecting employee loyalty. And Wu (2021) believed that employee satisfaction has a great impact on employee loyalty, and pointed out that employee satisfaction reflects the perceived value of employees, and built a comprehensive model of influencing factors of employee loyalty based on the research on corporate image, employee switching costs, relationship trust and other factors, and pointed out that service quality is the most critical factor affecting employee loyalty.

Based on the above literature review: According to the theoretical hypothesis of this study, employee loyalty and productivity efficiency are two important dimensions of employee loyalty and satisfaction to the enterprise (Lv et al., 2021). At the same time, based on previous theories about the impact of managers on human resource management. It summarizes the relationship model between managers' organizational commitment and organizational identity on employee loyalty and productivity efficiency. Then, according to the model proposed in this study, we propose variables: effective year-end incentive strategy, employee loyalty, social intermediary dialogue.

2.3 Theory of Reviews

2.3.1 Conversational public relations theory

Dialogue is defined as "the direction of emphasizing sharing and mutual understanding" (Wood et al., 2019). Dialogue and communication should be combined with interactive communication functions, such as Internet websites. Together with dialogue positioning, it can be used to promote dialogue, which should not be equivalent to dialogue and communication or dialogue. Park & Kang (2020) emphasized dialogue and communication as the orientation between the organization and the public, and defined the organization public dialogue and communication (OPDC) as two dimensions: mutual orientation and open atmosphere. The mutual orientation of OPDC includes mutual respect and confirmation of the unEYEISue and

different views of each communicator; An open atmosphere refers to the willingness and opportunity for an organization to communicate openly and honestly with its public. However, trust and distrust affect the interaction between partners differently by influencing the exchange method or interactive evaluation based on positive expectations of goodwill or malicious intentions. Therefore, it is important to accurately understand how interactions shape and affect communication and shape and affect the results of these interactions. It is important to note that trust and distrust that are best understood in some relational interactions sometimes depend on the existence of universal types of expected interaction contexts. This paper argues that if the social dialogue attribute of computer interactive communication increases the trust with employees, then trust is necessary to achieve dialogue. Previous researchers also proposed that there is a positive link between trust and corporate social responsibility (Lv et al., 2021). Therefore, it is possible to produce positive results in the employee economy by identifying the social intermediary dialogue emerging in existing research as a dialogue theory, such as positive attitude towards the company, willingness to serve the company, stronger relationship results, and positive financial results.

2.3.2 Expect theory

About 75 years ago, Otto (2009) provided the first report on the gain of group motivation in a controlled experimental study. Members of the Berlin Rowing Club often work harder to complete physical endurance tasks when they are members of a team (two or three) than when they work alone - this phenomenon is known as the motivation gain effect. This effect is in sharp contrast to the more frequent loss of group motivation, that is, people tend to work harder together than alone.

According to the research of William James, a professor of Harvard University in the United States, in the absence of incentives, human potential can only play 20-30%. When fully motivated, their ability can play 80-90% (Gunawan, 2022). It can be seen from this that under the fully motivated environment, the potential of every employee in an enterprise is huge. As a very influential incentive theory, expectation theory has a strong practical significance, especially in enterprise management. Among them, expectation theory is the most common in enterprise applications. Therefore, in order to study how to make the motivating power reach the best value. The four factors in the expectation model need to take into account the following

aspects.

(1) The relationship between effort and performance. The relationship between the two depends on the individual's expectation of the goal. The expectation value depends on the goal itself and the subjective and objective conditions of the individual.

(2) Performance and reward relationship. People always expect to get appropriate and reasonable rewards after achieving the expected results. If there is no corresponding effective material and spiritual rewards to strengthen, enthusiasm will disappear as time goes by.

(3) The relationship between rewards and personal needs. What should be rewarded should be suitable for the different needs of various people, and the potency should be considered. Various forms of rewards should be adopted to meet various needs.

(4) The relationship between satisfaction of needs and new behavioral motivation. When a person's needs are met, he will have new needs and pursue new expectations.

In social promotion, only the presence of others (as collaborators or audience) can motivate individuals to work harder. A different mechanism to explain the Kohler effect: to what extent do weaker colleagues use the performance of more competent partners as a reference for goal setting or goal comparison (Ramseook-Munhurrun & Nundlall, 2013). However, research shows that the motivation gains of weaker colleagues in joint tasks are not only due to the presence of others, but also not the product of social promotion. In this framework, it is assumed that workers are somewhat uncertain about what is the appropriate effort, so they tend to use the performance of their partners as the basis for measuring or improving what their own efforts should be. For example, Syafarudin (2021) found that workers with poor ability worked harder under joint task requirements than under additional task requirements, even though the number of workers was identical in both cases. However, the ability difference between the strong and the weak should affect the target comparison, so as to ease the extent of the motivation gain of the latter. A small difference in ability may only lead to a small increase in the target height, so only a small dynamic gain will be generated. When the ability difference is moderate, the change of goals and the resulting increase in motivation gain should be significantly greater. On the contrary, consistent with the view that unrealistic goals

will destroy motivation (Lv et al., 2021), when abilities differ greatly, weaker colleagues may refuse to take the performance of a much better partner as a feasible comparison standard, thus increasing the degree of effort is much smaller. Therefore, further in-depth research suggests that this is related to the theory of expectations.

2.3.3 Social Exchange Theory

The representative of social exchange theory is George C. Homans, who proposed behaviorism exchange theory from the perspective of economics and behavioral psychology. He believes that social relations between people are based on mutual exchange, all behaviors are exchange behaviors, and the essence of interpersonal relations is social exchange attributes, It includes material (time, financial and physical strength, etc.) and spiritual exchange (spiritual reward, comfort and enjoyment, social status, status and reputation, etc.), and the core principle is embodied as "mutual benefit"; Social exchange has been applied to the relationship between organizations and employees, which can explain the behavior and motivation of employees and organizations (Gunawan, 2022). There are many application scenarios of social exchange theory, mainly reflected in the relationship between organizations and employees, between employees and organizations, and between the two. First of all, from a research perspective, social exchange theory can be applied to work scenarios. Because of the universality and universality of the social interaction process, employees, as one of the social interaction subjects, also participate in the social exchange process. Based on the principle of maximizing benefits, employees hope to obtain more resources through personal efforts to improve their ability and work performance; In the work scenario, when the organization gives more support to employees, employees expect to get the return of the organization with more investment, better performance and loyal attitude. This mutually beneficial behavior not only increases and upgrades each other's resources, but also strengthens the exchange relationship between employees and the organization. The results show that there is a close relationship between social exchange and employee contribution. High quality social exchange can lead to employees' loyalty commitment to the organization, improve organizational civilized behavior, improve work performance, and reduce turnover intention, so as to achieve mutual benefit and win-win between employees and the organization in the work scene. Secondly, from a practical perspective, social exchange theory can also be applied to the relationship between

enterprises, organizations and employees. Employees are a part of the organization, and the organization provides employees with job opportunities to increase income (Franke et al., 2010). In order to better promote the realization of organizational goals, employees need to improve their ability to adapt to new changes, improve their work performance and their own value. Therefore, performance communication under the guidance of social exchange theory will act on each other through information exchange; Information exchange acts on each other, and the two promote each other. In addition, according to the definition of social exchange theory, we can see that "relationship" refers to two factors needed to establish and maintain relationship: one is the subjective feeling of individuals (Du et al., 2010). The second is the relationship structure defined by the social exchange theory, that is, the two parties that are interrelated.

Based on the social exchange theory, the relationship between employees and the organization is regarded as an exchange relationship. Based on this exchange ideology, the increase of employees' work involvement comes from the expectation that efforts will lead to better results and the emotional connection with the organization. This exchange ideology stems from the principle of reciprocity, that is, people should help those who have helped them (Rajala & Laihonon, 2019). When an organization attaches importance to the productivity of its employees, they will have a sense of obligation. They will actively invest time and energy in helping the organization achieve its goals and better develop. In other words, the organization attaches importance to the existence of employees' sense of productivity, helping employees and the organization to connect a bridge of exchange relations.

2.4 Research Relevant

In terms of effective internal incentive strategy management, the company needs to use social intermediary dialogue to improve effective year end incentive strategy, so as to enhance feelings with employees, and encourage employees to achieve more positive business results in this way. After all, employees are a part of the company and need to have a basis for mutual communication. Through communication, they can share views and interests, and help some employees to meet their needs and acquire new skills. Moreover, communication is the most basic demand of human beings. In enterprises, more attention should be paid to the social exchange

relationship of emotional contact with employees (Bewsell, 2012). Therefore, to improve the effective year end incentive strategy between enterprises and employees by providing social intermediary dialogue, effective incentive strategy management should be used to further improve it. Through the use of effective incentive strategy management, we can interact with anyone and also form alliances with them, Create a stronger community, have the goal of common interests, and actively participate in sharing with each other in the interaction process, so that enterprises and employees can keep in touch (Hair et al., 2014). The form of social interaction allows employees to feel happy and satisfied, and also makes employees addicted, thus promoting active communication and interaction, forming a more valuable social connection

In the effective incentive strategy thinking management, work tasks are embedded in a series of vivid and interesting scenes to redefine the link between people and work, thus making work more "fun". Effective incentive strategy thinking can give employees great autonomy in work and enable new generation of employees to complete their work with enthusiasm and patience. For example, Cardador et al (2017) proved that effective incentive strategy thinking management can effectively stimulate the work enthusiasm of the new generation of post-90s employees, so that employees can be recognized and satisfied in the effective incentive strategy management activities, so that they can better participate in their work and help them successfully achieve their work goals. According to the summary of the relevant research projects of this study, it is found that effective incentive strategy management is of certain importance to the management of enterprises (Dazzi, 2019). The dialogue and communication mechanism is used to help employees improve their enthusiasm in work, so as to improve their performance and job satisfaction. This can not only maximize the enthusiasm of employees and tap their inherent potential, It can also enable enterprises to be in an orderly and stable running state, so as to achieve business goals. This research, based on the background of digital development, combined with effective year end incentive strategy and social intermediary dialogue, as an innovative research direction, analyzes whether the employees' participation in effective incentive strategy management and productivity efficiency of Inner Mongolia Yili Industrial Group Co., Ltd. have a certain positive impact. The result shows that the introduction of effective incentive strategy management mode can not only improve the participation of employees of Inner Mongolia Yili Industrial Group Co., Ltd., but also improve their work efficiency and job satisfaction, thus reducing

the resignation rate, and ensuring the labor force and organizational performance of employees of Inner Mongolia Yili Industrial Group Co., Ltd., so as to obtain more benefits.

2.5 Conceptual Framework

This study provides a new dimension to explain that effective incentive strategy management will, to a certain extent, affect the motivation, performance and job satisfaction of online platform participation and reduce staff turnover, improve the work enthusiasm and organizational performance of employees of Inner Mongolia Yili Industrial Group Co., Ltd. And then promote employee loyalty and productivity efficiency through effective year-end incentive strategies, combined with the proposed assumptions (Lv et al., 2021). The theoretical model of this study as shown in Figure 2-1:



FIGURE 2-1 Technical circuit diagram

Theoretical framework of this study: This academic research takes dialogue theory of public relations theory, expectation theory and social exchange theory, and from the perspective of effective year-end incentive management) of Inner Mongolia Yili Industrial Group Co., Ltd., analyzes the impact of three variables: 1) year-end incentive strategy; 2) mediate communication with employees; 3) the effective method of the Social Mediation Dialogue (SID) indirectly affects the loyalty of employees.) To verify that employee loyalty and productivity efficiency (dependent variable).

2.6 Terms and Definition Used in This Study

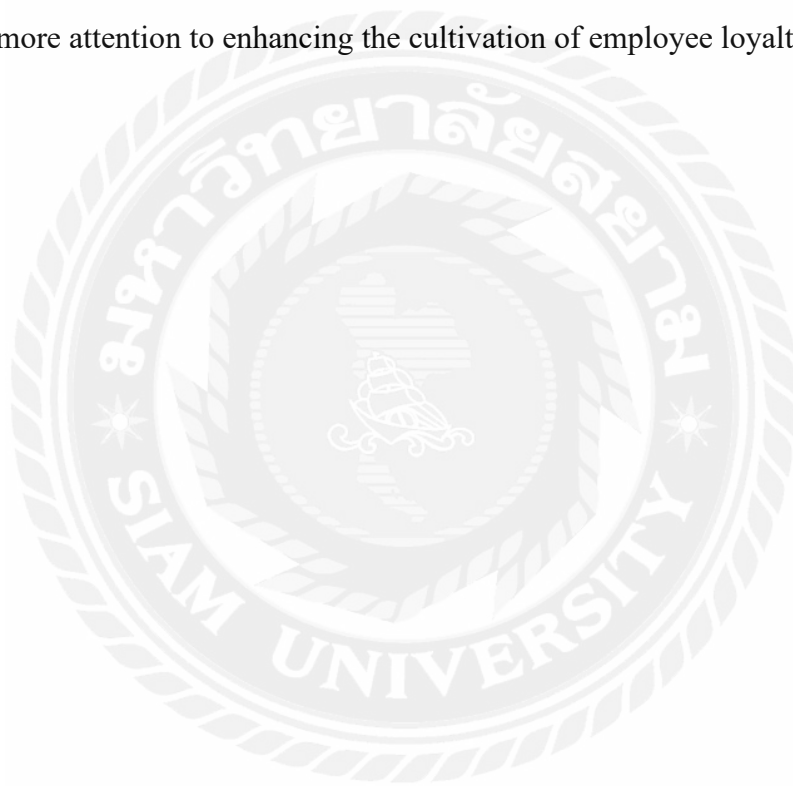
There are a number of definitions that need to be clarified in this study.

Effective incentive strategy management: Effective incentive strategy is a complex concept, although there is no recognized definition. According to the current theory and summary, it is generally said that the concept of effective incentive strategy and its elements are defined as follows: effective incentive strategy refers to the use of communication elements and communication design techniques in non-communication situations (Ramseook-Munhurrun & Nundlall, 2013). Effective incentive strategies are defined as "the application of communication design elements and communication principles in effective incentive strategies in non-communication situations" (Lv et al., 2021). There are differences in the definition of the concept of effective incentive strategy management in academia, but there are still similarities: effective incentive strategy management emphasizes the application of communication thinking, communication elements or mechanisms in management practice, and affects the psychological state and behavior of employees to achieve organizational goals.

Social Intermediary Dialogue (SID): In today's Internet era, the power of communication is far beyond the goal of communication itself. Especially, the application of communication to employee management can help enterprises improve all aspects of key issues (Buckingham & Goodall, 2015). Moreover, it is feasible to use effective incentive strategies to manage employees, especially three types of communication: internal communication (internal effective incentive strategies), External communication (external effective incentive strategy) and behavior change (effective incentive strategy for behavior change).

Employee loyalty: Employee loyalty refers to a concept often mentioned in research and practice. Due to the different interpretations and measurement standards of employee loyalty in various industries, there is no unified definition of employee loyalty so far. From the practical application of excellent enterprises, most people are inclined to judge and measure customer loyalty with such behaviors as repeated purchase or repeated service acceptance (Hair et al., 2014). Positive emotion refers to the attitude of employees towards the main products of the enterprise, which is a perceptual element. Behavior loyalty refers to the repeated purchase behavior actually shown by employees, which is a perceptual element and ultimately leads to the achievement of behavior, which is a rational element. Employee loyalty is a kind of orientation that employees show for products and services according to their own shopping experience and personal preferences. Among them, under the influence of

this formed purchase tendency, it is a kind of shopping attitude for long-term consumption of products. Employees' loyalty to certain products and services is mainly determined by two aspects: employees' expectations and perceptions (Mahmoudimehr & Sebghati, 2019). That is to say, the advantages of products and services and the features they present can give employees a good experience, or these features can give employees different experiences, making them dependent on products. Once employees have a certain degree of loyalty to products and services, they will generally vigorously support the products to form a marketing force that can constantly infect other consumers, and can also continuously promote the circulation of products (Lina, 2022). This is an invisible marketing force. Therefore, enterprises should pay more attention to enhancing the cultivation of employee loyalty.



Chapter 3 Research Methodology

3.1 Introduction

This study is mainly based on quantitative analysis, and used Chinese databases such as China Knowledge Network, Wanfang, Vipshop, Google Scholar Foreign Language Database and Baidu Academic to collect information on the theoretical foundations and literature used in this study. This article mainly adopts Descriptive research method and Quantitative research method.

Descriptive research method

The research design relies on a descriptive research method. According to Lv et al. (2021) descriptive research survey, it refers to describing the features of a group, or a person. The writer states that this should begin with specific aim, and then find the target population, followed by selecting a sample. Finally, finding an accurate method to collect and analyze data. Due to the academic and precise process, it accessibly get the result.

Quantitative research method

The research variables involved in this study are effective incentive strategy and social intermediary dialogue. According to Rosário & Raimundo (2021), several projects were used in the study to cover all aspects of the structure. After an extensive review of the literature on questionnaires related to variables in hypothesis, generated a preliminary list of survey items. Most of the projects have adopted the words, assumptions and questionnaire questions related to variables of the previous research, and adjusted according to the research background.

3.2 Research Design

According to the previous research, "game elements are applied to human resource management, combined with the characteristics of the new generation of employees, and the Internet is used to promote employees' job satisfaction, so as to reduce the turnover rate, increase the retention rate, and bring benefits to the enterprise." and "Effective incentive strategies have the ability to attract the attention of exchange employees." and "When implementing the expected incentive theory for employees, we should seize the opportunity to meet the needs of employees." More in line with this research direction (Ramseook-Munhurrun & Nundlall, 2013). This study

collects relevant information about as shown in the following Table:

Tables 3-1 Related analysis of effective incentive strategy management variables

order numb	investigator	Suppose the questionnaire content
1	deMarcos et.al , 2014; Hamari, 2013	Effective work incentive strategies have certain importance in conceptualization and communication mechanisms to help improve employee performance.
2	Hertel, Ker, & Messe, 2000; Karau & Williams, 1993; Sheppard & Taylor, 1999	The elements of communication are closely related to the labor productivity and results of workers.
3	Hackman and Oldham (1975)	The working characteristic model (JCM) reflects the incentive potential score. Higher internal incentives, higher quality performance, and high job satisfaction.
4	Mc • Goniga l (2011)	Communication elements to human resource management, combined with the characteristics of the new generation of employees, adopt the Internet means to promote employees' job satisfaction, so as to reduce the turnover rate, increase the
5	VonRoy & Zaman, 2019	The link provided by the communication mechanism helps to make employees interested in the short term.
6	Cardador et al., 2017	Communication elements improve employee performance.
7	Haivas et.al , 2013; Mekler et.al , 2017; Xi&Hamari, 2019	Effective incentive strategy management can be used to provide feedback and intrinsic incentives to employees, producing significant effects requiring high intrinsic incentive conditions.
8	Kong Ming, et al. (2019)	Provide better interactive services through motivation and performance, and realize all value creation through communication experience.
9	Lin Novel (2013)	Effective incentive strategies have the ability to attract the attention of the exchange staff.
10	Kumar (2013)	Communication functions by enhancing both intrinsic and extrinsic motivation.
11	Liu Shanshi (2005)	High-performance year-end incentive strategy has a significant positive impact on performance.
12	Sun Jianmin et al. (2009)	High-performance year-end incentive strategy has a direct and significant impact on enterprise performance.

Tables 3-2 Content analysis of effective incentive strategy management variables

orde	investigator	content
1	Wang Chunxiao (2012)	Expectation incentive theory: advance incentive and late incentive will weaken the role of incentive.
2	Li Jiayan (2015)	When implementing the expectation incentive theory for employees, we should lose no time to meet the needs of employees.
3	Li Linshan (2014)	Incentives before the target task can motivate employees to work by showing the attractiveness of potential rewards.

4	Amabi (Amabile), et al. (1994)	The significant influence of internal and external incentives on employee innovation behavior.
5	Liu Yun, Shi Jintao (2009)	Internal incentive preference plays a reverse regulation role in the regulation process of innovation atmosphere and innovation behavior.
6	Zeng Xiangquan, Zhou Yu (2008)	The complementary interaction effect of internal and external incentive preference on employees' innovative behavior is significant.
7	Ruan Aijun (2011)	High internal incentive conditions are required for rewards and compensation to have significant effects on employees' innovative behavior.
8	(Jungetal.,2003) ;	Organizational identity has a significant positive impact on employees' innovative behavior.
9	Mihari Hiszant Mihai (1990)	Even if there are external compensation and promotion incentive mechanism, internal incentive will still play a role.

3.3 Hypothesis

Effective year-end incentive strategies are important in conceptualizing communication mechanisms to help improve employee performance (Dazzi, 2019). The performance management of employees is mainly driven by their internal motivation level. Based on the theory of expectation, academic researchers mainly focus on the motivation of the theory of expectation. For example, in order to illustrate the contribution made by a member to the common goals of the organization, researchers have adopted the expectancy theory. Whether it is to design new products or cultivate high-profile brand ambassadors, such tasks depend largely on people's own motives (Rajala & Laihonon, 2019). The effective year-end incentive strategy industry (providing effective year-end incentive strategy solutions for organizations) is growing rapidly. More and more enterprises encourage employees to learn, cooperate or participate in organizational change through scoring and "recognition". Therefore, it can be said that communication has a certain positive impact on management.

Therefore, the following are assumed.

H1: Effective year-end incentive strategy and social intermediary dialogue have a significant impact on improving employee loyalty of Inner Mongolia Yili Industrial Group Co., Ltd.

H2: Effective year-end incentive strategy has a positive impact on the

relationship between employees of Inner Mongolia Yili Industrial Group Co., Ltd.

H3: Social Mediation Dialogue (SID) has a positive impact on the relationship between employees of Inner Mongolia Yili Industrial Group Co., Ltd..

3.4 Population and Sampling

Respondents participated in one or more tasks hosted on one or more sites. Most of the respondents were relatively young and came from the tier 1 cities, and the profiles of the respondents are shown in Table 3-3-Table 3-7.

Descriptive statistical analysis of the samples:

Table 3-3 Analysis of the sample by gender

		frequency	percentage	Effective percentage	accumulative
valid	woman	71	48%	48%	48%
	man	76	52%	52%	100.0
	amount	147	100.0	100.0	

According to Table 3-3, among the valid samples collected in this survey, 48% were female and 52% were male, and the distribution of gender samples is reasonable.

Table 3-4 Analysis of the sample ages

		frequency	percentage	Effective	accumulative
valid	Under the age of 18	12	8%	8%	8%
	And 18-35 years old	58	39%	39%	48%
	And 36- -45 years old	21	14%	14%	69%
	And 46-60 years old	26	18%	18%	86%
	Age 60 and over	10	7%	7%	100
amount		147	100.0	100.0	

According to the data in Table 3-4, there are 12 employees in Inner Mongolia Yili Industrial Group Co., LTD. Under 18 years old, with 8%, 18-35 years old 39%, 36-45 years old 21%, 46-60 effective 18%, and samples over 60 years old account for 14%.

Table 3-5 Analysis of the number of employee jobs completed in the last 24 months

		frequency	percentage	Effective percentage	accumulative
valid	0 To 10	17	12%	11.6	12%
	10 To 15	29	20%	19.7	31%
	15 To 20	57	39%	38.7	70%
	More than 20	44	12%	29.9	100.0
amount		147	100.0	100.0	

According to table 3-5 data, the survey of effective samples in the past 24 months to complete the number of employees work not more than 10 samples accounted for 11.6%, 10 to 15 times, sample number accounted for 19.7%, 15 to 20 samples accounted for 38.7%, more than 20 samples accounted for 29.9%, this shows that the Inner Mongolia Yili industrial group co., LTD. Employees generally in work less times, have the ability to self-sufficient, also have income.

Table 3-6 Analysis of the average time spent for each task

		frequency	percentage	Effective	accumulative
valid	Under 6 hours	27	18%	18%	18%
	For 6 to 12 hours	44	30%	30%	48%
	For about 12 to 18 hours	41	28%	28%	76%
	Over 20 hours	35	24%	24%	100
amount		147	100%		

According to the data in Table 3-6, the sample statistical analysis of the average time spent in each task accounted for 18% of the time in less than 6 hours, and most of the respondents in this survey spent in 6 to 12 hours, accounting for 30%. From 12 to 18 hours, for 28%, and 24% of the samples were taken from more than 20 hours. It can be seen that most of the tasks take relatively high time and bring about further improved profitability.

Table 3-7 Analysis of the years of service

		frequency	percentage	Effective percentage	accumulative percentage
valid	Within half a year	101	69%	69%	69%

1-2 Years	10	7%	7%	76%
3-4 Years	22	15%	15%	91%
More than 5 years	14	9%	9%	100.0
amount	147	100.0	100.0	

According to the data of 3-7, among the effective samples in the sample of this survey, the number of service years in the working place is less than half a year accounts for 69%, while 7%, the number of service years in the working place is 1 to 2 years, the customer service years account for 22%, and 10% of the service years of the sample is more than 5 years. The effective sample of this survey will be 123 people, accounting for 31%. According to the data analysis, most of the employees of Inner Mongolia Yili Industrial Group Co., Ltd. have a short service life.

3.5 Sample Size

In the study of this article, data was collected by questionnaire survey, which was distributed by online link (Mahmoudimehr & Sebghati, 2019). A total of 147 valid questionnaires were collected. First is through combing the effective year-end incentive strategy and social intermediary dialogue as variables, in evaluating the crowdsourcing platform of Inner Mongolia Yili industrial group co., LTD. Staff participation and productivity of three variables related research, according to the existing authority scale, after comparing the most suitable for this study, to ensure the accuracy of the measurement.

3.6 Data Collection

The completed questionnaire consisted of two parts, with the principal treatment of the variables in question divided into credibility, professionalism and attractiveness of the webcast, while the other category targeted customer needs as the measurement questions. The other part of the questionnaire was a study of basic information about the research participants (Dawkins, 2005). The questionnaire research was carried out for 2 months, mainly on paper in libraries, school classrooms and other venues to ensure the validity of the survey respondents' completions. The online questionnaires were delivered through questionnaire software, WeChat and other platforms. To ensure this sample's high degree of representativeness, the subjects included all ages, occupations and regions, with a relatively balanced gender ratio. This study was based

on online questionnaires to obtain more information. The online questionnaire was also widely accepted as business majors are likelier to access information via the internet. In addition, online research can save a lot of work and input. The Chinese version of the questionnaire is available at <https://www.wjx.cn/>, a widely used online survey site in China (Rajala & Laihonen, 2019). These questionnaires were linked via WeChat and QQ in China, which are the most frequently used software by Chinese internet users and are known by many people. Before completing the survey, the researcher interviews them according to the content of the interview and guides them to tell them the relevant information and feelings. Each interview lasted between 45 and 60 minutes, and the subjects were asked to tell what they thought as they went about their day, and after each interview, it was collated into a word document.

3.7 Data Analysis

For further validation, the partial least squares (PLS) structural equation model (SEM) was compared with the covariance-based SEM. Du et al. (2010) noted that a key advantage of using pls-sem estimation is more general and influenced by model misspecification in some subparts of the model. PLS-SEM is well known for exploratory model and theoretical development, with a higher degree of relaxation associated with the normality of the data (Hair et al., 2014). To test these hypotheses, the WarpPLS6.0 software was used.

Moreover, neither the dropout rate nor potential intentions can be explained by any established theory in the context of employee economics. This makes PLS based modeling more appropriate in a given context (Mahmoudimehr & Sebghati, 2019). Therefore, to calculate the estimate of each predictor variable, the two-step method proposed by Poon (2019) was used. The first step is to evaluate the reliability and validity of the measurement model, and further is to test and analyze the hypothesis. The results are as follows:

Table 3-8 Results

Project	Project subdivision	Factor load	Variance	Wrong	Reliability (scr)	Average variance explained difference release (ave)
SID	SID1	0.81	0.66	0.34	0.73	0.58
	SID2	0.75	0.56	0.44		
	SID3	0.72	0.52	0.48		
	SID4	0.88	0.77	0.23		
	SID5	0.71	0.50	0.50		

EYEIS	EYEIS1	0.77	0.59	0.41	0.81	0.68
	EYEIS2	0.81	0.66	0.34		
	EYEIS3	0.89	0.79	0.21		
EL	EL1	0.75	0.56	0.44	0.82	0.62
	EL2	0.79	0.62	0.38		
	EL3	0.87	0.76	0.24		
	EL4	0.74	0.55	0.45		
	EL5	0.71	0.50	0.50		
	EL6	0.78	0.61	0.39		
	EL7	0.84	0.71	0.29		
	EL8	0.82	0.67	0.33		
	EL9	0.77	0.59	0.41		

3.8 Reliability analysis of the scale

By examining the individual validity and reliability and factor loadings. The results show that the CR value was above the recommended threshold of 0.7 (Hair and Hult, 2017), confirming the reliability of the construct. To test for convergent validity, item loads were tested and found to be greater than 0.7 and the extracted mean variance was greater than 0.50 years (Rajala & Laihonon, 2019). As a subsequent step to testing discriminant validity, the correlation-single trait (HTMT) ratio for fixed cutoff and inference tests was calculated. Follow the Henseler et al.(2015), were observed for HTMT, with ratios greater than 0.85 and significantly different from 1, thus confirming the discriminant validity in our data.

Tables 3-9 Reliability analysis

	SID	M	PM	EYEIS	EL
SID	0.72				
M	0.55	0.88			
PM	0.68	0.43	0.79		
EYEIS	-0.11	-0.05	-0.03	0.82	
EL	0.32	0.57	0.54	0.38	0.91

Note: The square root of the mean variance extraction (AVE) is highlighted in bold on the diagonal.

Table 3-9 shows that the measured items load obtained from the confirmatory factor analysis of the respective structures is above the recommended minimum value of 0.50, indicating that these items have acceptable validity.

The analysis was carried out using Aiken's V Analysis. Validity analysis results are interpreted with the product development validity interpretation table by Aiken's to obtain the validity, usually researchers do not have enough time or resources to develop new measurement tools (Dewi et al., 2020).The results are shown in the

following table.

TABLE 3-10 KMO and Bartlett's Test

Sample a sufficient Kaiser-Meyer-Olkin metric.	0.867
The sphericity test of the Bartlett	Approximate chi square
df	134
Sig.	0.000

As can be seen from the above table, KMO is 0.867, greater than 0.6, which meets the premise requirements of factor analysis, and the data pass the Bartlett sphericity test ($p < 0.05$), indicating that the study data meets the requirements.



Chapter 4

Result of the Study

4.1 Introduction

Different from this context, in the era of employee economy and effective incentive strategy to control workers, it is not enough to focus on the incentive aspect of expectation theory. Of course, in the process of effective incentive strategies of the platform, workers are motivated by providing a variety of compensation and choices, but many communication elements are added to allow workers to choose (Govier, 1992). The choice of which factors to choose is ultimately closely related to the labor productivity and results of workers. While choosing a certain element, there are more cases to abandon a certain element. In addition, there are cases where the workers can't make the same choice.

Therefore, while deepening the effective incentive strategy, platform enterprises should consider the action selection view of the expectation theory when adding the components. In the work, tasks and activities of employees' economy, motivation is particularly important: creative work, transactional work, and behavior change (Mahmoudimehr & Sebghati, 2019). The focus of this chapter is on a detailed analysis of the data collected that meet the research criteria and on the analysis and discussion of the research questions and hypotheses presented in Chapter 2, and then test the hypotheses presented in Chapter 2.

4.2 Description of statistical variables

Respondents were involved in one or more tasks that were hosted on one or more websites. Most of the interviewees are relatively young and come from first-class cities. The profiles of the interviewees are shown in Table 4-1 to Table 4-6.

Descriptive statistical analysis of samples:

Table 4-1 Sample gender analysis

	Frequency	Percentage	Effective percentage	Cumulative percentage
Female	71	48%	48%	48%
Valid Male	76	52%	52%	100.0
Totally	147	100.0	100.0	

According to Table 4-1, among the valid samples collected in this survey, women account for 48% and men account for 52%, and the distribution of gender samples is reasonable.

Table 4-2 Sample age analysis

	Frequency	Percentage	Effective percentage	Cumulative percentage
Under 18 years old	12	8%	8%	8%
18-35 years old	58	39%	39%	48%
Valid 36-45 years old	31	21%	21%	69%
46-60 years old	26	18%	18%	86%
60 years and above	20	14%	14%	100
Totally	147	100.0	100.0	

According to the data in Table 4-2, there are 12 employees under the age of 18 in Inner Mongolia Yili Industrial Group Co., Ltd., accounting for 8%, 39% aged 18-35, 21% aged 36-45, 18% aged 46-60, and 14% over the age of 60.

Table 4-3 Analysis of the number of employee jobs completed in the past 24m

	Frequency	Percentage	Effective percentage	Cumulative percentage
0 to 10	17	12%	11.6	12%
10 to 15	29	20%	19.7	31%
Valid 15 to 20	57	39%	38.7	70%
Above 20	44	12%	29.9	100.0
Totally	147	100.0	100.0	

According to the data in Table 4-3, 11.6% of the valid samples in this survey have completed no more than 10 times of work in the past 24 months, 19.7% of the samples have completed 10 to 15 times, 38.7% of the samples have completed 15 to 20 times, and 29.9% This shows that the employees of Inner Mongolia Yili Industrial Group Co., Ltd. generally work less, have the ability to be self-sufficient and have income.

Table 4-4 Analysis of average time spent on each task

	Frequency	Percentage	Effective percentage	Cumulative percentage
Less than 6 hours	27	18%	18%	18%
Valid 6 to 12 hours	44	30%	30%	48%
12 to 18 hours	41	28%	28%	76%

More than 20 hours	35	24%	24%	100
Totally	147	100%		

According to the data in Table 4-4, according to the sample statistical analysis of the average time spent on each task, 18% of the respondents spent less than 6 hours, and most of the respondents spent 6 to 12 hours, accounting for 30%. The proportion is 28% in 12 to 18 hours, and 24% in more than 20 hours. It can be seen that most of the tasks take relatively high time, which further improves the profitability.

Table 4-5 Service Life Analysis

	Frequency	Percentage	Effective percentage	Cumulative percentage
Valid Within half a year	101	69%	69%	69%
1-2 years	10	7%	7%	76%
3-4 years	22	15%	15%	91%
More than 5 years	14	9%	9%	100.0
Totally	147	100.0	100.0	

According to the 4-5 data, 69% of the valid samples in this survey have less than half a year of service in the workplace, 7% have one to two years of service in the workplace, 22% have three to four years of service, and 10% have more than five years of service. In the valid sample of this survey, there are 123 people who will not exceed the probability of about three years, accounting for 31%. From the data analysis, most of the employees of Inner Mongolia Yili Industrial Group Co., Ltd. have a short service life.

Table 4-6 Analysis of Average Revenue Per Task

	Frequency	Percentage	Effective percentage	Cumulative percentage
Valid Under \$250	57	39%	39%	39%
\$250- \$750	54	37%	37%	76%
\$750- \$1250	31	21%	21%	97%
Above \$1,250	5	3%	3%	100.0
Totally	147	100.0	100.0	

According to the data in Table 4-6, 38.8% of the valid samples in this survey are less than \$250, 36.7% are \$250- \$750, 21.1% are \$750- \$1250, and 3% are more than \$1250. These data are reasonably distributed and in the normal range.

4.3 Quantitative analysis

For further validation, this study used the partial least squares (PLS) structural equation model (SEM) compared with the covariance-based SEM. Henseler et al (2015) states that a key advantage of using pls-sem estimation is more general and is influenced by model misspecification in some subparts of the model. PLS-SEM is well known to be better for exploratory model and theoretical development, with higher relaxation associated to the normality of the data (Gefen & Straub, 2005). To test these hypotheses, the WarpPLS6.0 software was used. Moreover, neither the dropout rate nor the underlying intentions can be explained by any established theory. This makes PLS based modeling more appropriate for a given context. Therefore, to calculate the estimate of each predictor variable, the two-step method proposed by Peng and Lai (2012) was used. The first step is to evaluate the reliability and validity of the measurement model, and further is to test and analyze the hypothesis. The results are as follows:

Table 4-7 Model Results

project	Project subdivision	Fact or load	variance	error	depend ability (scr)	Mean variance explained difference release(ave)
SMD	SMD1	0.81	0.66	0.34	0.73	0.58
	SMD2	0.75	0.56	0.44		
	SMD3	0.72	0.52	0.48		
	SMD4	0.88	0.77	0.23		
	SMD5	0.71	0.50	0.50		
M	M1	0.77	0.59	0.41	0.81	0.68
	M2	0.81	0.66	0.34		
	M3	0.89	0.79	0.21		
PM	PM1	0.75	0.56	0.44	0.82	0.62
	PM2	0.79	0.62	0.38		
	PM3	0.87	0.76	0.24		
	PM4	0.74	0.55	0.45		
	PM5	0.71	0.50	0.50		
	PM6	0.78	0.61	0.39		
	PM7	0.84	0.71	0.29		
	PM8	0.82	0.67	0.33		
	PM9	0.77	0.59	0.41		
EYEIS	EYEIS1	0.88	0.77	0.23	0.74	0.66
	EYEIS2	0.81	0.66	0.34		
	EYEIS3	0.72	0.52	0.48		
EL	EL1	0.70	0.49	0.52	0.8	0.62
	EL2	0.84	0.71	0.29		
	EL3	0.74	0.55	0.45		
	EL4	0.76	0.58	0.42		
	EL5	0.81	0.66	0.34		
	EL6	0.84	0.71	0.29		
	EL7	0.85	0.72	0.28		

ELS	0.72	0.52	0.48
EL9	0.79	0.62	0.38

4.4 Reliability and validity analysis

By examining the individual validity and reliability and the factor loadings. The results show that the CR value was above the recommended threshold of 0.7, confirming the reliability of the construct. As a subsequent step to testing discriminant validity, the correlation-single trait (HTMT) ratio for fixed cutoff and inference tests was calculated. Following Andersn & Johansn (2016), HTMT ratios greater than 0.85 and significantly different from 1 were observed, thus confirming the discriminant validity in our data.

Table 4-8 Table of analysis results

	SMD	M	PM	EYEIS	EL
SMD	0.72				
M	0.55	0.88			
PM	0.68	0.43	0.79		
EYEIS	-0.11	-0.05	-0.03	0.82	
EL	0.32	0.57	0.54	0.38	0.91

Note: The square root of the mean variance extraction (AVE) is highlighted in bold on the diagonal.

Table 4-8 shows that the measured items load from the confirmatory factor analysis of the respective structures are above the recommended minimum of 0.50, indicating that these items have acceptable validity.

4.5 Hypothesis test analysis

All hypotheses were first stepped forward with groups including gender, employee frequency, input time, and income. Results showed no significant differences between males and females, four levels of participation among workers, however there were significant differences between groups of time spent on average performing tasks and income. The same possible reason may depend on the type and complexity of the task, which will lead the employees to invest more time and make more money. Andersn & Johansn (2016) also confirmed that the reasons may also depend on the platform and its operational requirements. Figure 3 shows the results of

the proposed model estimation, as follows:

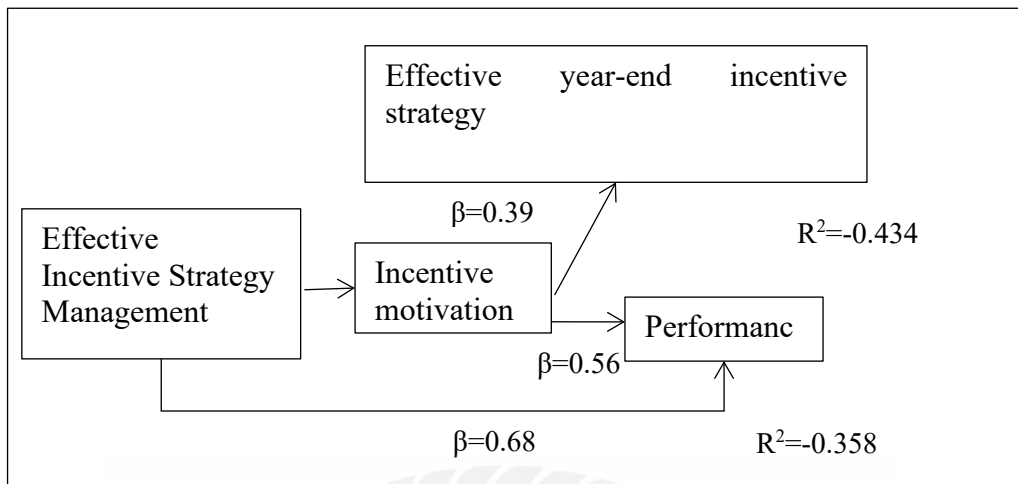


Figure 4-1 the model evaluation

The standardized pathway coefficients associated with each hypothesis, the significance of the pathway coefficients, and the variance (R^2) explained by the independent variable were supported by all the proposed hypotheses. The results confirmed that effective incentive strategy management (EL) had a significant positive impact on employee performance (H1) ($\beta =0.68$, $p <0.001$), while incentive motivation (M) had a significant positive impact on employee performance (H2) ($\beta =0.56$, $p <0.00$). We then tested whether effective incentive strategies contributed to improving this outstanding precedent for — job satisfaction and staff productivity. As discussed in the literature, effective incentive strategy management induces both intrinsic and extrinsic motivation between people. Its importance and relevance become greater in an unregulated and autonomous environment. Both hypotheses-H1 and H3-are supported by significant positive regulatory relationships between effective incentive strategy management (EL) and M, and effective incentive strategy management (EL) and PM. The findings indicate that a highly active and performance-driven employee is not only unlikely to choose to resign, but also has high performance.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

In recent years, the development of digitalization has led to an increasing number of freelancers, shaping the modern employee economy (Bajwa et al., 2018). Based on the background of digital development, combined with the effective year-end incentive strategy and social intermediary dialogue as an innovative research direction, this study analyzed whether the employee participation and productivity efficiency of Inner Mongolia Yili Industrial Group Co., Ltd. in effective incentive strategy management have a certain positive impact. Through empirical results, It has been confirmed that high-performance year-end incentive strategies can help employees of Inner Mongolia Yili Industrial Group Co., Ltd. achieve a higher level of productivity and satisfaction. By introducing an effective incentive strategy management model, they can improve their work efficiency and job satisfaction, thereby reducing the resignation rate, and ensuring the labor and organizational performance of employees of Inner Mongolia Yili Industrial Group Co., Ltd., from which they can obtain more benefits. The basic characteristics of effective incentive strategy management include goals, rules, feedback systems, and voluntary participation, which enable effective incentive strategy management practices to enhance employees' intrinsic motivation. However, existing research cannot tell us which employees' personal characteristics are more suitable for effective incentive strategy management. After all, different employees have significant individual differences in personality traits, career goals, communication preferences, and psychological maturity. For example, post 80s and post 90s employees are very familiar with the operating mechanism of electronic communication due to their growth environment (Mahmoudimehr & Sebghati, 2019). In theory, they should be more inclined to accept communication based management and "communication based work".

In addition, introducing effective incentive strategy management into the human resources module, the first step is to clarify the four core issues of effective incentive strategies, namely motivation, meaningful choices, structure, and potential conflicts. In combination with the current situation and objectives of enterprise human resources management, further select appropriate communication elements, and conduct reasonable and effective incentive strategy design through data measurement. In the pyramid structure of motivation, mechanism, and components, Ensure the achievement of management objectives in effective incentive strategies, and continuously revise and improve them during the implementation process, ultimately forming effective rules. Therefore, when improving the productivity and performance of employees of Inner Mongolia Yili Industrial Group Co., Ltd., based on paying attention to effective communication with employees of Inner Mongolia Yili Industrial Group Co., Ltd., we should attach importance to the effective year-end incentive strategy, which can be used to create a communication management concept to apply to organizational performance and have a certain positive impact on team

motivation and diversification.

5.2 Recommendation

To introduce effective incentive strategy management into the human resource module, the first step is to identify the four core issues of effective incentive strategy, namely, motivation, meaningful choice, structure and potential conflict, further select appropriate game elements in combination with the current situation and objectives of enterprise human resource management, and design reasonable and effective incentive strategy through the calculation of data. In the pyramid structure of power, mechanism and components, ensure the achievement of management objectives in the effective incentive strategy, and constantly revise and improve in the implementation process, eventually forming effective rules (Hair et al., 2014). As a resource provider, organizations also hope to improve their work performance through the efforts of employees and obtain resource support to a certain extent. The result of resource complementation under the common goal of both sides is mutual benefit and win-win. Although trust is essentially the credibility (e.g., ability or integrity) and benevolent expectation or computing function of other related parties (Zhao, 2006). Distrust is not a sign of distrust, but a sign of "actively expecting the other party to act in violation of their own welfare and security" . Therefore, when improving the productivity and performance of the employees of Inner Mongolia Yili Industrial Group Co., Ltd., based on the effective communication with the employees of Inner Mongolia Yili Industrial Group Co., Ltd., we attach importance to effective year end incentive strategy, so as to apply the concept of management to organizational performance, and have a positive impact on team motivation and diversification. In a word, to do a good job in the application of effective incentive strategies in human resource management, and ensure that effective incentive strategy management can achieve effective results, from early research to mid design to late implementation, we need to have a solid theoretical basis and rich practical experience as support. We hope that this research can provide some experience and reference for relevant odd industry or other researchers.

5.3 Further Study

To sum up, to be effective incentive strategy application in human resource management, ensure effective incentive strategy management can achieve effective results, from the early research to the middle design to late implementation, all need to have a solid theoretical basis and rich practical experience to support, hope the research for related staff industry or other research scholars to provide certain experience and reference.

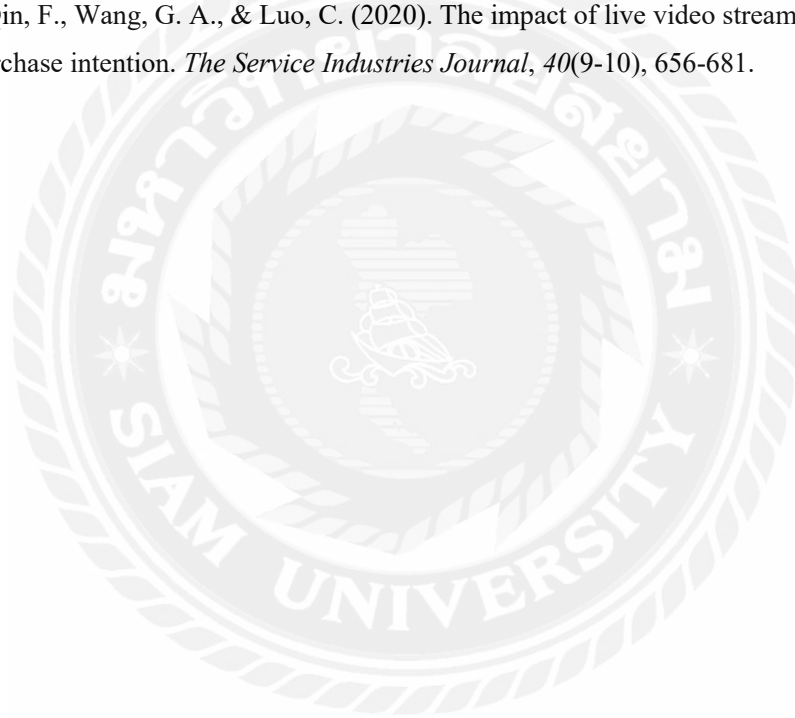
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Appendix

Questionnaire on effective incentive strategy management

Dear Sir/Madam,

thank you very much for taking the time out of your busy schedule to participate in this questionnaire survey. The purpose of this questionnaire is to understand how the employee crowdsourcing platform can improve the participation and work enthusiasm of employees of Inner Mongolia Yili Industrial Group Co., Ltd. in the context of employee economy, as well as apply effective incentive strategy management and incentive theory, as well as the impact on the work of employees of Inner Mongolia Yili Industrial Group Co., Ltd. in terms of effective year-end incentive strategy and conversational public communication. Please truthfully answer your feelings and opinions on the employee crowdsourcing platform. This questionnaire is anonymously filled out based on your actual situation. This research is only for academic analysis and will not be used for other purposes. Thank you very much for your participation.

Part I: Basic Information

1. Gender

- A. Male
- B. Female

2. Your age

- A. 25-30 years old
- B. 30-35 years old
- C. 35-40 years old
- D. 40-45 years old
- E. Over 50 years old

3. Your work experience

- A. At least 2 years
- B. 3-5 years
- C. 5-8 years
- D. 8-10 years

- E. Over 10 years
- 4. The nature of your employee's work (industry)
 - A. Information technology industry
 - B. Food and Beverage Industry
 - C. Financial professionals industry
 - D. Entertainment media industry
 - E. Creative professionals industry
- 5. The industry in which your company is located is:
 - A. IT/Communications/Electronics/Internet
 - B. Real estate/construction/leasing
 - C. Trade/Wholesale/Retail/Logistics/
 - D. Service industry
 - E. Culture/Media/Entertainment/Sports
- 6. Your communication time in a day is
 - A. 10 minutes or less
 - B. 10-30 minutes (including 30 minutes)
 - C. 30 minutes to 1 hour (including 1 hour)
 - D. 1-2 hours (including 2 hours)
 - E. 2 hours and above

Part II: Management of effective incentive strategies

Effective incentive strategies refer to "applying communication thinking and mechanisms to non communication environments (such as marketing and education)". Have you ever heard of the concept of "effective incentive strategies" before?

- A. Yes
- B. Haven't heard of it
- 8. Has your enterprise/company used "effective incentive strategies"?
 - A. Currently in use
 - B. Currently not available, but planned to be used within one year
 - C. Not currently available, but planned to be used in the next two to five years
 - D. There are no plans to try at present and in the foreseeable future
- 9. What do you think is the impact of effective incentive strategy marketing on the

enterprise

A. Smaller

B. General

C. Large

10. What goals is your company currently using or planning to use "effective incentive strategies" to help achieve in the future? [Multiple choice]

A. Encourage consumer participation and increase brand loyalty

B. Improve brand awareness, create word of mouth and socialize conversation

C. Improve employee management and increase efficiency

D. Reduce time and cost

11. How much does your company currently invest in "effective incentive strategies"?

A. Exceeding the marketing budget by more than 10%

B. 6-10% of marketing budget

C. 1-5% of marketing budget

D. Less than 1% of the marketing budget

E. No input

12. What are the most attractive elements of the effective incentive strategy experience you have experienced during your work process? [Multiple choice]

A. Interestingness

B. Competitiveness

C. Return

D. Social

E. Others

13. Please indicate your agreement with the following statement:

Questions related to effective incentive strategy management	Very dissatisfied very satisfied				
	①	②	③	④	⑤
I deliberately make time during work every day to play communication as a relief	①	②	③	④	⑤
I am very focused on the trend of "effective incentive strategies" and want to apply it to my business operations	①	②	③	④	⑤
Effective incentives are changing the landscape of my industry	①	②	③	④	⑤
Effective incentive strategy mechanism is an effective way to motivate employees	①	②	③	④	⑤
The value of effective incentive strategies has not been fully explored and utilized in China	①	②	③	④	⑤

I think that possible to make work enjoyable by incorporating game elements like badges, points, avatars, etc. (Behl et al., 2021).	①	②	③	④	⑤
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Part three: aiming for other influencing factors

effective year-end incentive strategy	Very dissatisfied very satisfied				
I think the effective year-end incentive strategy is positive.	①	②	③	④	⑤
I think the effective year-end incentive strategy improvement is based on the effective use of AI to increase employee engagement.	①	②	③	④	⑤
I think that the crowdsourcing platform's efficiency can be gauged by the quality of information it offers (Gao et al. ,2021) .	①	②	③	④	⑤
I think that the information quality provided by the crowdsourcing platforms implies that the gig workers can get a comprehensive and clear description of the task that needs to be performed (Yuan et al., 2016).	①	②	③	④	⑤