



**THE IMPACT OF INCENTIVE MECHANISM ON
EMPLOYEE PERFORMANCE OF SAIC-GM**

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ABSTRACT

This study aims to enhance the company's performance by improving the employee incentive mechanism. It focuses on how to better motivate staff at all levels to support the company's goals. This study contributes valuable insights to the automotive industry's management improvement. In that regard, the purpose of this study is to explore the elements of the incentive mechanism, and the impact of incentive mechanism on employee performance. The research, conducted at SAIC-GM, a Chinese listed automaker, involved 653 employees. Quantitative methods were used to analyze the questionnaire data, including descriptive statistical analysis, correlation analysis and regression analysis. The study results indicate that diversified salary design, increased training opportunities, improved fairness of spiritual incentive and a detailed promotion plan are expected to improve the incentive mechanism. In addition, a significant positive correlation between employee performance and their satisfaction with the incentive mechanism was also found.

Keywords: SAIC-GM, incentive mechanism, Two-Factor Theory, employee performance

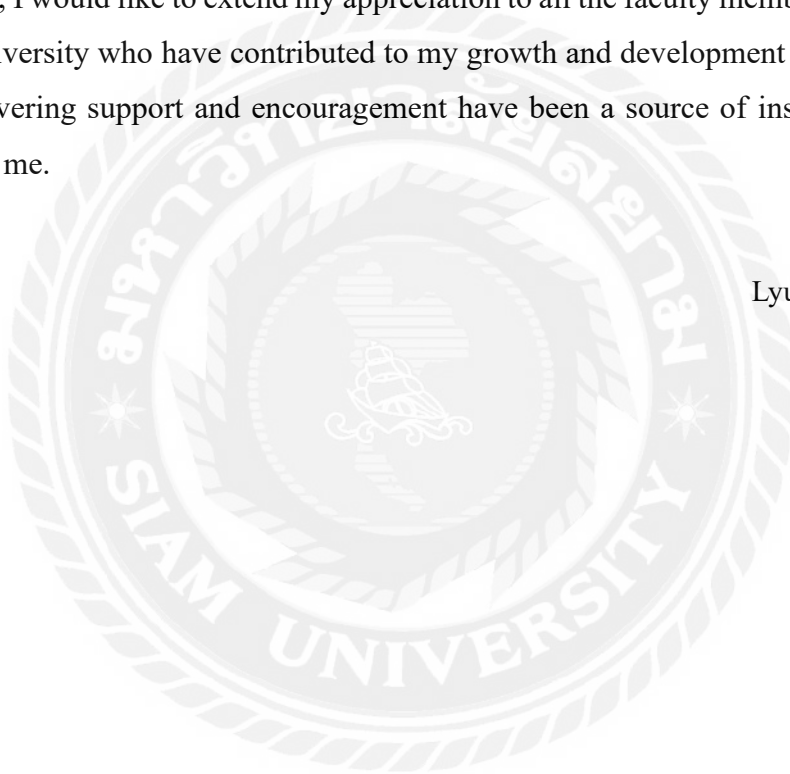
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Lyu Longtengfei



DECLARATION

I, Lyu Longtengfei, hereby certify that the work embodied in this independent study entitled "The Impact of Incentive Mechanism on Employee Performanc of SAIC-GM" is result of original research and has not been submitted for a higher degree to any other university or institution.

(Lyu Longtengfei)

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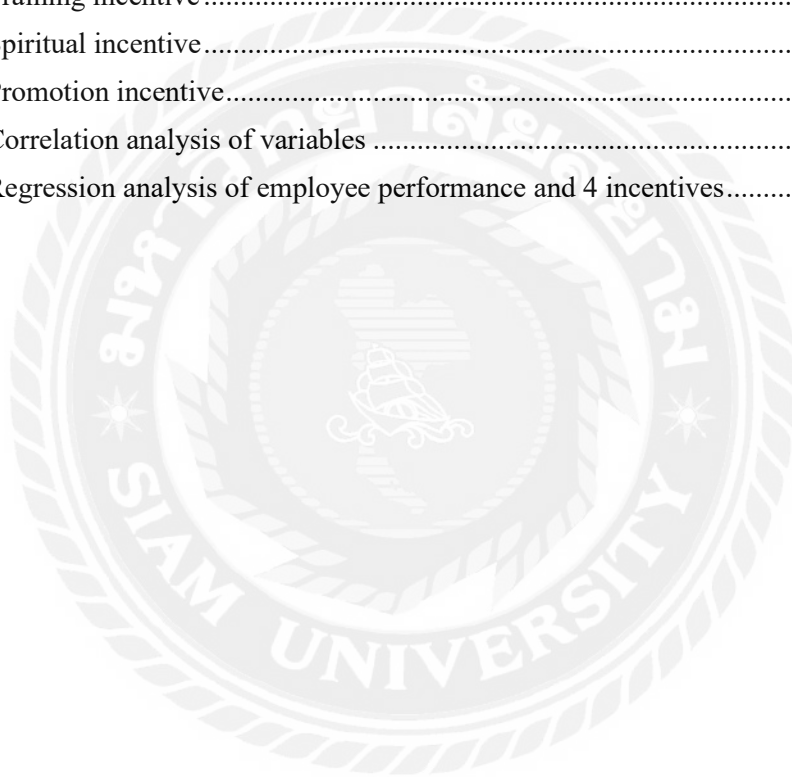
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Chapter 1 Introduction

1.1 Background of the Study

At present, the automobile industry is facing obvious impacts and challenges in response to the policy changes of restricting fuel consumption and emissions, and the adjustment of the tax reduction system for environmentally friendly vehicles. These changes lead to the increase of the sales and channels of electric vehicles, while the sales of traditional gasoline and diesel vehicles have been reduced. At present, the fluctuation of the cost of energy and raw material, car manufacturing costs, science and technology factors such as the progress of automatic driving system and low carbon emissions line power increase, the above factors lead to the global auto market competition, the big automobile companies compete for market share, in order to maintain its leading position in the industry (Singh et al.,2019). However, in order to achieve performance growth and an increase in market share, companies need to rely on the efficient work and innovative thinking of their employees. Therefore, the design and implementation of effective employee incentive mechanism is very important for listed automobile companies. In the current market environment, many listed automotive companies are facing challenges such as recruitment and talent retention. How to motivate employees and keep them highly involved and motivated in the company has become an important issue (Galvan, 2010). Therefore, this study was proposed with the aim of exploring the existing employee incentive mechanism of the listed automobile companies, and to provide effective reference and suggestions for enterprises.

This study selected SAIC-GM, a listed automobile company with the HQ located in Shanghai, China as a case and focuses on the implementation of its employee incentive mechanism and the impact of the incentives on employee performance. This study provides important insights and suggestions on the employee incentive mechanism to help enterprises to achieve greater success in the market competition.

1.2 Questions of the Study

This study focuses on following 2 research questions.

- (1) What are the elements of the incentive mechanism?
- (2) How satisfied are the employees with the company's incentive mechanism?
- (3) What's the impact of incentive mechanism on employee performance?

1.3 Objectives of the Study

- (1) To explore the elements of the incentive mechanism, and

(2) To examine the impact of incentive mechanism on employee performance based on the correlation analysis of their satisfaction status and their performance.

1.4 Scope of the study

In this study, case analysis and linear regression analysis were used to analyze and interpret the data based on Maslow's Hierarchy of Needs, and to explore the effect of the SAIC-GM's employee incentive mechanism on employees' performance. This study took six months to complete the collection of data.

1.5 Significance of the Study

The development of listed automobile companies depends on intensive human resources and innovative thinking. This study focuses on the significance of SAIC-GM executives and ordinary employees of listed companies. In the current economic environment, artificial intelligence and mechanization are constantly tending to improve, and the automobile industry is facing fierce market competition and rapid technological change, which makes the demand for efficient incentive mechanism growing day by day. From the theoretical and empirical perspectives, this study discusses the importance of the incentive mechanism of senior executives and ordinary employees for the development of enterprises. This study has the following four meanings:

First, enhance the competitiveness of the company. Both senior executives and ordinary employees are an important support for the development of the enterprise, and their work incentive directly affects the operational efficiency and innovation ability of the enterprise. This study through the analysis of different incentive mechanism on employee behavior, reveals the scientific incentive strategy of how to improve employees' work enthusiasm and creativity, improve the production efficiency and innovation ability, and enhance the company in the competitive market position, get more market share and the effect of economic profits.

Second, to improve employee loyalty. Employee loyalty is crucial to the stable development of the enterprise. This study explores how to improve employee performance through effective incentive mechanism, and improve employee loyalty to technical manufacturing enterprises. It also aims to reduce technical manufacturing enterprise employee turnover, improve employee stability and retention rate. At the same time it also promotes employee's personal development and the long-term development of the enterprise is of great significance.

Third, this study promotes the sound development of enterprises. In the modern enterprise management, the improvement of the internal governance mechanism is the key to the sustainable development of enterprises. Executives and ordinary employees incentive mechanism is an important part of internal governance. An excellent incentive

mechanism can not only promote internal talent flow and communication, but also can promote the internal knowledge sharing and innovation, for the benign development of the enterprise and technological breakthrough, as well as the outside support.

Fourth, this study promotes social development. The development of enterprises is not only related to their own interests, but also closely related to the overall development of the society. Efficient incentive mechanism can improve the overall performance and efficiency of enterprises, increase the profits and tax revenue of enterprises, so as to contribute to the development of social economy. Automobile manufacturing enterprises play an important role in promoting the rational allocation of resources and the increase of social wealth by promoting the overall progress of the local society.

1.6 Definition of Key Terms

Incentives refer to allowances and benefits that help organizations motivate and retain top talent in a financial and promotion manner.

Compensation incentive refers to direct (compensation and equity, etc.) and indirect forms (e. g. benefits and allowances), which is a long-term and stable fund reward provided by the company during the contract period according to the individual performance of the employee, or a salary reward given after the completion of a specific work task.

Non-compensation incentive: The incentives that are not measured by using money are called non-compensation incentive, which can be further subdivided into spiritual incentive and personal development.

Training incentive: Training incentive refers to training and development opportunities for employees, improve their personal ability, and stimulate their work enthusiasm. When employees perceive the company's investment and support for their personal development, they are more likely to perceive and incentive, and become more engaged in their own work.

Spiritual incentive: Spiritual incentive enhances the internal incentive of employees and meet their recognized needs. Generally, it emphasizes the sense of honor, sense of achievement and sense of belonging, so as to make them loyal to the organization. Spiritual incentive is a catagory of non-financial (material) incentive, which usually includes public praise, organizational culture construction, etc., so that the personal development goals tend to be consistent with the long-term interests of the organization.

Promotion incentive: Promotion incentive refers to position promotion, allowing employees to further meet the needs of realizing themselves, which is a key means to improve work efficiency. Promotion incentive are based on their desire for career development, pursuing more and assuming more job responsibilities. In context,

promotion incentive require a fair and transparent work environment, which is extremely important for retaining key talent.

1.7 Limitation of the Study

For SAIC-GM, and often operating companies in the market, improving and optimizing the employee incentive mechanism is a complex and continuous task, which involves many internal and external factors. This study focuses on the incentive of internal and external factors for the preliminary exploration. Further researches based on a wider range of data and more in-depth analysis discussing new topics in the new economic environment are needed. Building a more comprehensive and more effective incentive mechanism will contribute to the companies' sustainable development and competitive advantage with solid human resources support in the rapidly changing market.



Chapter 2 Literature Review

In this chapter, a comprehensive review and analysis of the relevant literature are conducted, aiming to deeply explore the connotation of incentive mechanism and its impact on the employee performance. First, this study will define the concept of incentive mechanism and elaborate on its core role in modern enterprise management practice. Then, the multiple components of the incentives are discussed in detail, including compensation, promotion, training, and spiritual incentive. Research hypotheses are put forward.

2.1 Reward System

An important part of the incentive mechanism is the reward system, which is a series of reward measures and rules formulated by enterprises to achieve their goals. Reward is a positive feedback that can promote employee incentive and incentive, and improve job performance and job satisfaction. The "mechanism" was originally used as the working principle and structure of the machine, as well as the function, structure and mutual coupling of the body, but later its meaning was extended to refer to the interaction and process between the parts of the organization or the working system.

The reward system usually consists of three elements:

A) Goal setting: The core of the reward system is goal setting, and the enterprise needs to clearly set clear goals.

B) Reward: Reward measures refer to the specific rewards for the performance and contribution of employees. Awards can be divided into two categories: financial and non-financial.

C) Reward rules: Reward rules need to be fair and just to ensure the transparency and credibility of the reward system.

2.2 Composition of Incentive Mechanism

According to Armstrong (2010) in the book "Reward Management Practice Manual: Improving Performance through Rewards", incentives include both internal and external incentives. Internal incentive is the incentive for a person to do something out of their own interest or desire, and a reward without any external pressure or commitment. Extrinsic incentives are driven by rewards, such as increasing remuneration to achieve a result or avoiding punishment such as disciplinary action or criticism for not doing something. Dee and Wyckoff (2015) believe that in the context of economics, the incentive mechanism has been most applied in the practice of human resource management, with the focus on how to design the incentive mechanism,

including salary and career promotion, performance evaluation, work incentive, personal needs, sense of fairness, etc. Incentives are "various rewards according to specific outcomes". It provides additional compensation for well-performing individuals, linking additional compensation as directly as possible to individual productivity, and further incentives are monetary benefits paid to individuals in recognition of their outstanding performance. The main purpose of incentive is to reward individuals closely related to their achievement. Individuals whose performance depends on higher effort, usually strive for extra rewards through higher yield while different individuals have different preferences for the form of incentive.

Kopytova (2017) proposed a well-structured incentive mechanism model composed of three modules: the first module (compensation incentive) provides monetary compensation for workers; the second module (composed of comfortable living / working conditions) aims to regulate the quality of life of workers inside and outside their working place; and the third module (spiritual incentive) considers the cultural and spiritual needs of social workers. Mushlihin (2019) believed that non-material incentives such as material and spiritual incentive will affect the job of members of the organization, which means that the organization can create added value by providing additional wages and ultimately improve the job of members.

Overall, incentive mechanism can be roughly divided into two categories: compensation incentive and the non-compensation incentive. They together constitute the dual framework of organizational incentive mechanism, through external rewards and internal satisfaction, comprehensively promote the enthusiasm and efficiency. Also, Antoni (2017) suggested that incentive factors can be divided into financial and non-financial elements of two types of view. Compensation incentive elements are also known as material incentives and include direct (e. g. fixed and variable compensation and equity) and indirect form (e. g. benefits and allowances). Non-compensation incentive are also known as spiritual incentive, including appreciation, job security, and promotion.

1Table 2.1 Components of the incentive mechanism

Compensation incentive	Fixed / variable compensation and equity rights Benefits and Allowances
Non-compensation incentive	Spiritual incentive Job security and promotion Paid Vacations etc

(1) Compensation incentive

First, salary and allowances. Regular annual wage increases and allowances are good external incentives. In some organizations, pay increases and allowances are directly related to employee performance, designed to stimulate individuals to

maximize benefits and benefits.

Second, bonus. The bonus is a one-time bonus offered to an individual and used to share high performance. Often, when individuals reach or exceed their goal, they receive an extra amount, called bonuses, and some organizations have plans to offer bonuses at special festivals.

Third, performance related compensation. These are compensation schemes that provide higher wages for more productive individuals. Under the differential wage system, efficient individuals receive higher wages compared with inefficient individuals. In order to earn higher wages, individual work productivity will be improved (Yigitcanlar et al., 2019).

Fourth, retirement and other benefits. Some organizations provide retirement benefits, such as pensions, provident fund, occupational annuity, to motivate individuals, and these incentives are applicable to individuals with safety needs. Other benefits generally refer to special benefits such as medical facilities, education and training, housing facilities, family visit leave, marriage leave, maternity leave, red and white personal leave, and these additional benefits are related to individual performance (Munzel et al., 2019).

(2) Non-compensation incentive

Money is not the only incentive factor. Employees who pursue self-actualization have a higher demand for internal (non-monetary) incentives. Internal incentive factors, that is, non-monetary incentives, incentives that cannot be calculated in monetary means, can be further divided into spiritual incentive and personal development, such as personal ability growth, glory status, professional skills training, challenging work, etc. (Alnsour & Kanaan, 2021). Generally, individuals working at higher positions or levels have a stronger desire for non-monetized incentives. The common means or methods of non-monetization intrinsic incentives are:

First, status of the promotion. Status refers to the hierarchy, authority, responsibility, recognition and prestige related to work, and by providing higher status or rank in the organization, managers can motivate individuals with self-esteem and self-realization needs to actively participate.

Second, organizational culture. It refers to a good relationship between superiors / subordinates. These are the characteristics of the description and the organization. These characteristics directly affect the behavior of members, and the positive methods adopted by managers can create a better organizational atmosphere, while the negative methods may destroy the atmosphere, and individuals are motivated in a healthy organizational atmosphere (Cassar & Meier, 2018).

Third, promotion and development. Managers must provide promotion opportunities for individuals. Whenever there is a promotion, individuals will improve their skills and efficiency, hoping that they will be promoted to higher positions.

Promotion is a very large stimulus or incentive that drives individuals to play the best level of work.

Fourth, work achievements. By providing challenging work, power to perform work, interesting work, individuals are satisfied and motivated. Interesting, rich, and challenging work is itself a good incentive or stimulus.

Fifth, recognition on individuals. Recognition means giving subordinates' needs of respect. Self is a good incentive. Whenever subordinates show a good effort or a positive attitude, they must be recognized by their superiors in public or in front of other individuals (Shaw & Sergueeva, 2019). Examples of individual recognition include the recognition of outstanding individuals, such as distribution of certificates of achievement, medals, and souvenirs, gifts, etc.

Sixth, job security. Job security means a lifelong bond between the individual and the organization. Job security means giving individuals confidence to their work. Job security ensures personal safety needs, but it can have a negative impact. Once individuals receive job security, they may lose interest in the job. Therefore, work security must be accompanied by some work requirements or conditions (Pang & Lu, 2018).

Seventh, management rights. This means giving individuals more autonomy. This empowerment can enhance individual confidence, when given the freedom to use positive performance to demonstrate their ability to work.

To summarize, the incentive mechanism can be defined as an organizational system composed of various relatively fixed and standardized incentive methods. It interacts with and restricts the incentive objects in terms of structure, relationship, mode, and evolution law. This system is designed to stimulate the enthusiasm, initiative, and creativity of employees or relevant incentive targets, by aligning their personal interests with the overall goals of the organization. Through tangible rewards such as bonuses, promotions, and intangible incentives like public recognition, it channels the efforts of the incentive objects towards achieving better performance and contributing to the long-term development of the organization.

2.3 Compensation Incentive

compensation incentive refer to the financial rewards or other forms of tangible benefits that are provided to employees to motivate and encourage them to achieve specific organizational goals or to enhance their performance. These incentives can include bonuses, commissions, profit-sharing, stock options, and other performance-based pay structures. As a core component of the incentive mechanism, the compensation incentive has a crucial impact on improving the work performance of individuals and organizations. First of all, compensation incentive can significantly improve work consciousness, initiative and creativity. At the individual level, when

employees clearly know that their job performance is directly related to pay and income, they tend to be more consciously involved in the work in order to achieve better financial returns. This consciousness is not only reflected in the understanding of the importance of their own work, but also encourages employees to take the initiative to take responsibility and actively seek the best way to complete the task. At the organizational level of the company, the implementation of the compensation incentive mechanism can enable the cadres below the camp to more consciously contribute their wisdom and efforts, not only to realize personal interests, but also to further promote the achievement of organizational goals by enhancing work enthusiasm and initiative. Haiting (2021) believed that incentive mechanisms can also improve individuals' enthusiasm, work efficiency, loyalty and sense of belonging. Landry (2017) believed that the economic incentives in the incentive mechanism can improve the performance in the working environment, and the use of compensation incentive will make employees feel more autonomous and capable, so as to promote greater independent incentive and better work performance.

Second, compensation incentive can also stimulate creativity and innovation in the work. According to a survey by Harvard University Professor James in the US, when employees' pay is linked to their performance, their performance and efficiency can be significantly improved by three to four times (Ritter & Taylor, 2020). This shows that through compensation incentive, employees can be stimulated with greater enthusiasm and interest, thus better exerting their personal potential and improving work efficiency. In the organization system of listed companies, a reasonable compensation incentive mechanism can encourage employees to give full play to their own quality and ability, have the courage to overcome difficulties in work, and cultivate their enthusiasm and interest in work. Therefore, in the business environment, compensation incentive can effectively promote the creativity and innovation of employees and ensure the efficient realization of work goals. For individuals, it is still a positive effect for the company (Lawler, 2003).

2.4 Training Incentive

training incentive are the mechanisms or strategies employed by organizations to encourage employees to participate in professional development and skill-enhancing activities. These incentives can take various forms, such as funding for educational courses, time off for training, or career advancement opportunities that become available upon completion of certain training programs. In the background of information technology and high-tech, under the global market transaction mode, enterprises have an increasing demand for talents with high-tech knowledge and management skills (Handayani, 2020). According to Larkin et al., (2011), through the construction of a sound training and incentive system, it can significantly improve the

attractiveness of enterprises to high-end talents (Rynes et al., 2004). Nowadays, many companies have learned from this theoretical basis and attracted and retained a large number of excellent talents by providing continuous career development opportunities and learning platforms, which has injected continuous impetus into the innovation and development of the company.

As a key component of the incentive mechanism, training incentive plays a significant role in mobilizing the enthusiasm of employees at different levels. When employees get the necessary training and development opportunities, their work enthusiasm, initiative and enthusiasm will be greatly improved. Through systematic training, employees can not only improve their professional skills, but also show higher efficiency and stronger innovation ability in their work, so as to more actively pursue individual and organizational goals (Niati et al., 2021).

By investing in employee training, not only personal performance can be improved, also a positive incentive environment can be expected. Good employees are consistently motivated by appropriate rewards and development opportunities, and those are trained to reposition themselves and turn passivity into positive attitudes.

Many studies have shown that training incentive can effectively improve employees' enthusiasm and commitment to their work, thus prompting employees to show higher self-drive and creativity in their work (Diamantidis & Chatzoglou, 2019). For good performance in the training process and after employees reward can significantly keep its incentive and efforts, and for relative lag of employees, appropriate intervention, negative incentive and training support to guide them to find work enthusiasm, the pressure into incentive (Dinni & Soehari, 2020), and a similar positive cycle theory of "incentive-incentive-incentive".

2.5 Spiritual Incentive

In the management practice of modern enterprises, the construction of company culture and spiritual incentive are regarded as the key factors to improve organizational performance (Krisnanda & Surya, 2019). Respect the diversified spirit and cultural needs of employees, and emphasize the participation of employees in the company culture. Individual nature is the prerequisite to give full play to their personal strengths (Wang et al., 2019). The company should regard employees as an important resource, care about their growth and development, show the importance to the construction of personal spiritual quality in daily management practice, and improve the independent enthusiasm of employees (De Carlo et al., 2020). At the same time, attention should be paid to shaping the personality image of employees. The distinctive company culture can highlight the uniqueness of the company, especially in the enterprises with a certain scale (Supriyanto et al., 2020). To build an incentive environment for the company, to form an atmosphere of excellent individuals as group role models and promoting each other, so that employees can feel the spiritual support from the company to

them, which is the stage for employees to self-realize.

Diverse company culture stimulates employee progress and innovation. A diverse cultural background can promote the personal development and self-improvement of the employees. For example, by promoting a learning culture, you can create a relaxed and harmonious working environment, and through promoting a cooperative culture, enhancing teamwork and encouraging a spirit of trust and cooperation (Fox et al., 2018).

2.6 Promotion Incentive

promotion incentive profoundly impact on employees' enthusiasm and long-term commitment. With the development of society and the change of values, employees pay more attention to personal career development and career success (Munch & Schaur, 2018). In modern management, job promotion is not only a way for employees to realize their self-worth, but also an internal source of incentive for employees' enthusiasm and creativity, which plays a positive role in stimulating individuals to complete their work goals and improving their overall performance (McCleary et al., 2017).

Abu et al. (2019) believe that even with inadequate material rewards, promotion incentive can still provide strong incentive and motivate employees. For companies, promotion incentive need to be designed long-term to encourage employees to look to the future and commit to achieve long-term goals. Creating a fair, just and transparent promotion mechanism to ensure the company's short-term, medium-and long-term work goals and European positive significance (Wang et al., 2017).

Then ensuring equality of promotion opportunities is an important prerequisite to ensure positive employees (Chien et al., 2020). Breaking with traditional qualifications and qualifications, ability and performance are the main criteria for promotion to ensure that excellent employees can get fair promotion opportunities (Haryono et al., 2020). The combination of "ladder promotion" and "exceptional promotion" strategy is a worthwhile consideration (Langer et al., 2020). For most employees, progressive promotions should be implemented to maintain the stability and predictability of incentives. For outstanding talents, they can be promoted in time to maximize their potential in the work (Schleu & Huffmeier, 2020).

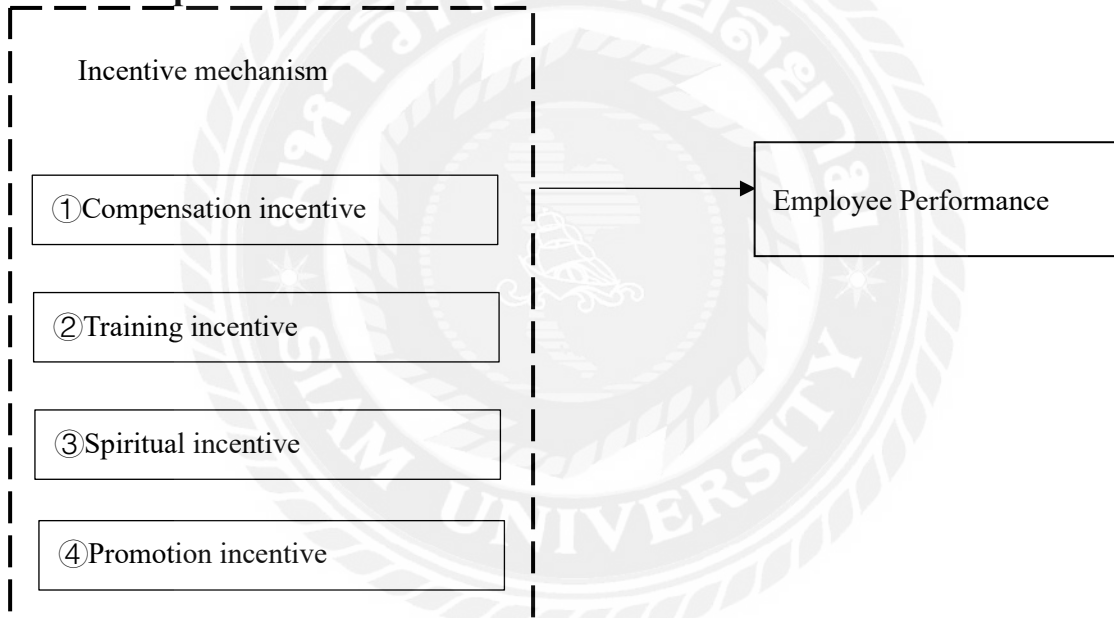
The promotion system is not only related to the career development of employees, but also directly affects the retention of employees. A scientific promotion system is also conducive to attracting and retaining talents (Iverson & Maguire, 2000). Due to the limited nature of the promotion resources, it is necessary to ensure that the allocation of such resources can maximize the incentive effect.

2.7 Employee Performance

Employee performance refers to the evaluation of how well an individual or a group of employees is carrying out their job responsibilities and contributing to the achievement of

organizational goals. It encompasses a range of behaviors and outcomes that are measured, monitored, and managed to enhance productivity, efficiency, and overall organizational effectiveness. Wang (2018) believed that the core of human resource management is to establish and improve the corresponding employee incentive mechanism to stimulate the enthusiasm of employees and improve the organizational efficiency. Šárec (2019) believed that the equity-based incentive elements in the incentive mechanism are considered as one of the tools to help motivate senior executives. The use of such a compensation framework should in theory address and mitigate the agency problem and prevent managers from potentially attempting to place their own interests above shareholder interests. Ismail et al. (2017) conducted a multiple regression analysis on 58 Malaysian listed companies with stock option plans, and found that granting the stock option incentive factor plan could not completely improve the performance of Malaysian companies. Among them, accounting measures such as earnings management weakened the effectiveness of equity incentive in solving the agency problem.

2.8 Conceptual Framework



1Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

This study used the quantitative research methods to examine the current employee incentive mechanism of SAIC-GM, which includes financial and non-financial elements.

Secondly, this study designed a questionnaire, mainly in the form of a Likert scale and multiple-choice questions, to assess the existing incentive mechanism and the impact on employees work performance. The questionnaire covers aspects of compensation incentive, training incentive, spiritual incentive, and promotion incentive. The questionnaire design has a non-negligible impact on the validity and authenticity of the survey collected data, and ultimately affects the data analysis results and the accuracy of the research results.

3.2 Population and Sample

This study investigated the incentive mechanism of SAIC-GM, and the study subjects consisted of employees of the company's Shanghai base, with a total number of 653 people. In order to ensure the wide applicability of the study results, this study used the random sampling method to select samples. The principle of random sampling is based on the equal probability that each employee is selected as a sample, which is designed to eliminate the bias in the sampling process to obtain a fair and comprehensive sample reflecting the overall situation.

3.3 Hypothesis

The hypotheses of this study are as follows.

Ha: Compensation incentive has a positive impact on the employee performance.

Hb: Training incentive has a positive impact on the employee performance.

Hc: Spiritual incentive has a positive impact on the employee performance.

Hd: Promotion incentive has a positive impact on the employee performance.

3.4 Research Instrument

The questionnaire on the listed automobile company SAIC-GM employee incentive mechanism is mainly divided into three parts: the first part is the survey guidelines, a brief introduction to the purpose of the survey, the survey subject, etc. At the same time to ensure that the listed automobile company SAIC-GM employees could objectively answer an anonymous registration model was adopted. The second part is the respondent personal situation data, including age, gender, job type, education,

department. This part of information collection is to ensure that the sample covers SAIC-GM employees of listed automobile companies with different positions, departments and diverse backgrounds, so that the study sample is extensive and representative. The third part is to assess the satisfaction of the employees with the incentive mechanism and the efficiency of the incentive mechanism from four aspects: compensation incentive, training incentive, spiritual incentive and promotion incentive. This part uses the Likert five-point scale design. SAIC-GM employees were asked to give each item a score ranging from 1 to 5, according to the actual feelings. Scoring "5" stands for "strongly agree", "4" for "agree", "3" for "neither", "2" for "don't agree", "1" for "strongly disagree".

The independent variables in this study are the following:

Table 3.1 Independent variables

Variable	Item code	Measurement Item
Compensation incentive	A1	You are satisfied with the basic compensation level
	A2	You are satisfied with the compensation mechanism
	A3	You think the company's compensation structure is reasonable
	A4	You are satisfied with the system that links your personal performance to your compensation
	A5	The current salary package can motivate your work
Training incentive	B1	You have gained many skills training opportunities
	B2	You are very satisfied with the company's training incentive
	B3	You can learn what you want to learn through the organized training activities
	B4	You can improve your working ability through the organized training activities
	B5	You think you can get promoted through training
Spiritual incentive	C1	Team and company recognize your efforts
	C2	You are satisfied with the company's recognition

		and recognition mechanism for your personal achievements
	C3	You think the positive and negative incentives have been implemented in place
	C4	You are satisfied with the incentive atmosphere of the company
	C5	Your work can bring you a sense of accomplishment
Promotion incentive	D1	You think the promotion incentive is in place
	D2	You think the company's promotion channels are very smooth
	D3	You have the opportunity to participate in the competition for management positions
	D4	You recognize the company's promotion assessment standards
	D5	You think that promotion incentive will meet your career development needs

2Table 3.2 Dependent variable

Variable	Item code	value
Employee performance	AP	Performance scoring according to the company's key performance indicators, ranging from 1-5

3.5 Reliability and Validity Analysis of the Scale

In this study, the incentive mechanism scale of SAIC-GM are designed according to the relevant literature and the current situation of the company incentive mechanism. After data collection, the overall reliability and validity of the questionnaire were tested to ensure that the survey can reflect the true evaluation and needs of the respondents.

First, the reliability test was performed to specify the reliability of the data information. In this study, the Cronbach alpha coefficient in the homogeneity reliability test was used as the reliability coefficient to determine the questionnaire data. The larger the Alpha coefficient is, the more significant correlation between the items in the questionnaire and the higher degree of consistency is. It is generally believed that the reliability of the data is Alpha and the coefficient should be in the range of 0.7-1. And the coefficient is calculated as shown in Table 3.3.

Table 3.3 Reliability analysis of the questionnaire

Variable	Sample size	Number of indicators	Cronbach Coefficient	Overall reliability
Compensation incentive	594	5	0.939	0.907
Training incentive	594	5	0.921	
Spiritual incentive	594	5	0.896	
Promotion incentive	594	5	0.834	
Employee performance	594	1	0.803	

The Cronbach Alpha coefficient is 0.907, and Cronbach values of all the incentives are greater than 0.7, greater than the statistics of Cronbach Alpha coefficient threshold, compensation incentive, training incentive corresponding coefficients are greater than 0, others are between 0.8-0.9. SAIC-GM incentive mechanism questionnaire has a very good reliability.

Second, the validity test refers to the effectiveness of the questionnaire survey results, which reflects the extent to which the collected data can reflect the needs of the respondents with the incentive mechanism. In this part, the method of testing validity by KMO value was adopted. When the KMO value is greater than 0.8, the significance level must be less than 0.05, and the cumulative variance reaches more than 50%, which represents the high validity of the collected data. The validity test results are shown as follows:

Table 3.4 Validity analysis of the questionnaire

	KMO	Significance level	Cumulative variance
Compensation incentive	0.814	0.000	86.7%
Training incentive	0.902	0.000	86.3%
Spiritual incentive	0.926	0.000	94.0%
Promotion incentive	0.888	0.000	85.4%
Employee performance	0.904	0.000	90.4%

According to Table 3.4, each KMO value is above 0.7, while training incentive, training incentive, promotion incentive KMO value are greater than 0.8. The biggest is the spiritual incentive KMO value of 0.926. As for the significance level, each

variable significance is less than 0.005. All the cumulative variance values are greater than 70%, with a maximum value of 94%. It could be concluded that the data sample validity is good.

3.6 Data Collection

This study focused on exploring the SAIC - GM's incentives. With the support of the internal network of SAIC - GM, 653 questionnaires were distributed, and 594 were retrieved, yielding a collection rate of 90.96%. In terms of data collection, a mixed-method approach was utilized, combining both offline and online surveys. Offline surveys were conducted in person or through paper-based questionnaires distributed across various departments within the company. These surveys allowed for direct interaction with respondents and provided an opportunity to clarify any ambiguities in the survey questions. Online questionnaires, on the other hand, were disseminated via email and the company's internal communication platforms, offering a convenient and accessible method for employees to participate in the study. The fundamental principle of random sampling lies in the equal likelihood of each employee being chosen as a sample, which aims to eradicate sampling biases and procure a just and comprehensive sample that mirrors the overall circumstances. In the practical implementation, the number of employees in each department of the company was initially ascertained. Subsequently, respondents were picked by generating random numbers either through random number tables or electronically. Corresponding to the unique identification numbers of each staff member in SAIC - GM Shanghai, these numbers were matched with the generated random numbers to decide which employees would be incorporated into the sample.

3.7 Data Analysis

This study provided an in-depth analysis of the study data using SPSS to perform a detailed statistical analysis of the collected questionnaire data, with the aim to reveal key numerical features in the dataset. Descriptive statistical analysis was performed first, to clarify the basic distribution and central trends of different categories of variables, and this step helped to understand the basic structure and core trends of the data. Subsequently, correlation analysis and regression analysis were used to verify the authenticity of the hypothesis, which explores the relationship between the incentive mechanism and employee performance.

Chapter 4 Findings and Discussion

4.1 Demographic Characteristics of Respondents

This chapter provides an in-depth analysis of the study data, and a detailed statistical description and analysis of the collected questionnaire data, with the aim to reveal key numerical features in the dataset. Descriptive statistical analysis was performed first, to clarify the basic distribution and central trends of different categories of variables, and this step helped to understand the basic structure and core trends of the data. Subsequently, correlation analysis and regression analysis were used to verify the authenticity of the hypothesis, which explored the relationship between the incentive mechanism and employee performance.

With the assistance of the internal network of the SAIC-GM, 653 questionnaires were issued and 594 were returned, with a collection rate of 90.96%. The following is the basic information of the sample.

4Table 4.1 Demographic characteristics of respondents

Descriptive indicators		frequency	percentage
Age	30 years old and under	178	30.0%
	31-40 years old	208	35.0%
	41-50 years old	149	25.1%
	Over 51 years old	59	9.9%
Gender	Male	387	65.2%
	Female	207	34.8%
Department	Research and development department	119	20.0%
	Production department	149	25.1%
	Marketing department	56	9.4%
	Information technology department	33	5.6%
	Human resource department	48	8.1%
	Finance department	42	7.1%
	Leading body	30	5.1%
	Others	117	19.7%
Education background	High school and below	30	5.1%
	Junior college	89	14.9%
	Bachelor's degree	295	50.0%
	Master's degree and above	180	30.0%

Job type	Middle management and above	109	18.4%
	Ordinary employees	485	81.6%

The sample population was mainly concentrated in 31-40 years, accounting for 35.0%, followed by those aged 30 and below, accounting for 30.0%; employees aged 41-50 accounted for 25.1%, while employees over 51 were less, only 9.9%. Male employees accounted for the majority, at 65.2 percent, while female employees were at 34.8 percent. In terms of department distribution, the production department had the largest number of employees, accounting for 25.1%, followed by the R&D department with 20.0%, while the marketing department, information technology department, human resources department, finance department and the leadership team were relatively low, with 9.4%, 5.6%, 8.1%, 7.1% and 5.1%, respectively. And the remaining 19.7% of the surveyed employees were distributed in other departments. In terms of education level, half of the employees with bachelor's degree accounted for (50.0%), and 30.0% with master's degree and above, indicating that SAIC-GM tends to recruit highly educated talents, while employees with college degree account for 15.0%, while employees with high school degree and below accounted for 5.1%. In terms of job types, ordinary employees accounted for 81.6% of the total, while middle management and above personnel accounted for 18.4%. This proportion is distributed in line with the organizational structure characteristics of general enterprises,

4.2 Descriptive Statistics of Variables

According to Table 4.2, the scores of the four categories of compensation incentive, training incentive, spiritual incentive and promotion incentive, and the overall satisfaction of the SAIC-GM employees is 3-4 points. Secondly, the satisfaction with compensation incentive and training incentive is low, the average satisfaction scores of the two are close to 3.15 and 3.16 respectively. The satisfaction with promotion incentive is high, with an average score of 3.21. The spiritual incentive satisfaction is the highest, reaching 3.24. The satisfaction scores rank from high to low scores is as follows: spiritual incentive, promotion incentive, training incentive and compensation incentive.

5Table 4.2 Satisfaction with different incentive categories

Incentive category	Score mean
Compensation incentive	3.15
Training incentive	3.16
Spiritual incentive	3.24

Promotion incentive	3.21
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The survey on the overall satisfaction of the incentive mechanism reveals a mixed picture. A relatively small portion, 5.1% (30 people), selected "not satisfied at all," as their answer, and 9.9% (59 people) reported being "not satisfied." The largest group, 37.7% (224 people), had a neutral stance, feeling "neither" satisfied nor dissatisfied. A notable 35.0% (208 people) were "satisfied," while 12.3% (73 people) were "satisfied very much." Overall, although over a third of respondents were positive about the incentive mechanism, nearly half had reservations or were neutral, suggesting there is room for improvement in the current setup. The analysis result show that 50% of the surveyed SAIC-GM employees were not satisfied with the incentive mechanism of SAIC-GM.

Table 4.3 Overall satisfaction of the incentive mechanism

Option	Number of people	Proportion (%)
Not satisfied at all	30	5.1%
Not satisfied	59	9.9%
Neither	224	37.7%
Satisfied	208	35.0%
Satisfied very much	73	12.3%

4.3 Results of the study

4.3.1 Descriptive statistical analysis of compensation incentive

The results of the SAIC-GM employees' satisfaction survey on the company compensation incentive are as follows.

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Table 4.4 Compensation incentive

Variable	Item code	Content	Score interval	Average value	Standard deviation
Compensation incentive	A1	You are satisfied with the basic compensation level	[1,5]	3.12	1.11
	A2	You are satisfied with the compensation mechanism	[1,5]	3.06	1.08
	A3	You consider the company's compensation structure	[1,5]	3.04	1.83

		(Basic salary, bonus, allowance, etc.) reasonable			
	A4	You are satisfied with the system that links your personal performance to your compensation	[1,5]	3.20	1.03
	A5	The current salary package can motivate your work	[1,5]	3.08	1.02

The statistical analysis results of compensation incentive satisfaction are shown in Table 4.7. The average score of each item in the compensation incentive satisfaction scale is relatively low. Among the 5 items designed, the lowest average score is A2 (only 3.02), the highest is A4, and the average is 3.2, reflecting the urgent desire of SAIC-GM employees to allow the company to improve the frequency of salary adjustment, salary treatment, salary structure, etc.

Each item, rated on a 1 - 5 scale, offers insights into different facets of the compensation system. For item A1, concerning satisfaction with the basic compensation level, the average value of 3.12 indicates a marginally positive stance, while the standard deviation of 1.11 shows a moderate dispersion of responses. Item A2, related to satisfaction with the compensation mechanism, has an average of 3.06, also slightly above the neutral midpoint, with a standard deviation of 1.08, signifying relatively grouped responses. A3, which gauges the perceived reasonableness of the compensation structure, yields an average of 3.04, close to neutral, yet features a remarkably high standard deviation of 1.83, denoting substantial divergence in opinions. In contrast, A4, addressing satisfaction with the performance-compensation link, attains an average of 3.20, the highest among the items, and a relatively low standard deviation of 1.03, reflecting more consensus. Finally, item A5, about the motivating power of the salary package, records an average of 3.08, just above neutral, with a standard deviation of 1.02, suggesting a fairly consistent set of responses.

The average satisfaction rate is low compared with other items, indicating that in the case of imperfect compensation incentive distribution mechanism, the satisfaction level of the surveyed employees on the salary structure and allowance treatment is lowered accordingly. In addition, in item A5, namely "the current salary can motivate your work", has an average of 3.08, slightly above neutral. The standard deviation of 1.02 shows that responses are fairly consistent, with little deviation from the average view. has an average of 3.08, slightly above neutral.

4.3.2 Descriptive statistical analysis of training incentive

The descriptive statistics of satisfaction with training incentive are as follows. From the average scores, the highest is B5, with an average score of 3.32, followed by

B4, where the score is 3.28; the lowest is B1 of only 2.86. The overall satisfaction score is higher than 3, between medium and more satisfaction. The incentive satisfaction scoring reflects the respondents' attitudes towards the company's training methods and content. There is an urgent need to improve the training development mechanism and the incentive scheme, as it is highly demanded by the respondents.

Table 4.5 Training incentive

Variable	Item code	Content	Score interval	Average value	Standard deviation
Training incentive	B1	You have gained many skills training opportunities	[1,5]	2.86	1.08
	B2	You are very satisfied with the company's training incentive	[1,5]	3.15	0.93
	B3	You can learn what you want to learn through the organized training activities	[1,5]	3.24	0.85
	B4	You can improve your working ability through the organized training activities	[1,5]	3.28	0.82
	B5	You think you can get promoted through training	[1,5]	3.32	0.98

With an average value of 2.86 and a standard deviation of 1.08, item B1 indicates that, on average, employees' satisfaction with the quantity of skills training opportunities is just below the midpoint of the scale. The standard deviation suggests a moderate spread of responses, meaning that while some employees feel they have adequate chances, others clearly perceive a lack of such opportunities. Boasting an average score of 3.15 and a standard deviation of 0.93, employees are moderately satisfied overall. The relatively low standard deviation shows that responses are relatively concentrated around this average, signifying a somewhat consensus among employees regarding their general contentment with the training incentive. Item B3 has an average of 3.24 and a standard deviation of 0.85. The average being above 3 implies that, generally, employees believe they can acquire the skills they aim to learn through organized training. The low standard deviation indicates a high level of agreement among employees on this matter. Scoring an average of 3.28 with a standard deviation of 0.82, it is evident that employees, on the whole, feel that the organized training activities are effective in enhancing their working capabilities. The narrow standard deviation further attests to the uniformity of this positive perception. With an average

value of 3.32 and a standard deviation of 0.98, item B5 shows the highest average among all the items. Employees seem to hold relatively high hopes that training can lead to career advancement, although the standard deviation shows a somewhat wider spread of opinions compared to some other items.

The positive average scores for items B3, B4, and B5 suggest that the company's training programs are achieving their fundamental objectives to some extent. Employees' belief that they can learn relevant skills, improve their work ability, and potentially get promoted through training indicates that the training content and structure are on the right track. This alignment with employees' expectations can contribute to increased motivation and engagement in the workplace. The relatively consistent responses, as indicated by the low standard deviations for B3 and B4, imply that there is a shared positive sentiment regarding the learning and development aspects of training. This common understanding can be leveraged to further strengthen the training initiatives and build on the existing positive culture of continuous learning.

The lower average for B1 highlights a potential shortfall in the provision of skills training opportunities. To fully unlock the potential of training as an incentive, the company may need to reevaluate and increase the frequency or variety of such opportunities. This could involve more targeted skills workshops or partnerships with external training providers.

Although B2 shows moderate satisfaction, there is still room to boost the overall satisfaction with the training incentive. This might be accomplished by introducing more personalized incentives, such as customized training plans for high-performing employees or tying training achievements more directly to rewards. The wider standard deviation in B5 also signals that there may be some disconnect or lack of clarity in how training links to promotion, which needs to be clarified to maintain employees' positive expectations.

4.3.3 Descriptive statistical analysis of spiritual incentive

The descriptive statistics of spiritual incentive satisfaction are shown in Table 4.6 below. Table 4.6 presents descriptive statistics regarding employees' satisfaction with the spiritual incentive in the company. Each item is rated on a scale ranging from 1 to 5.

Table 4.6 Spiritual incentive

Variable	Item code	Content	Score interval	Average value	Standard deviation
Spiritual	C1	Team and company recognize your	[1,5]	3.30	0.92

incentive satisfaction		efforts			
	C2	You are satisfied with the company's recognition and recognition mechanism for your personal achievements	[1,5]	3.17	1.01
	C3	You think the positive and negative incentives have been implemented in place	[1,5]	3.12	0.98
	C4	You are satisfied with the incentive atmosphere of the company	[1,5]	3.19	1.02
	C5	Your work can bring you a sense of accomplishment	[1,5]	3.20	0.89

For item C1, which pertains to the team and company recognizing employees' efforts, the average of 3.30 and standard deviation of 0.92 show a relatively positive and consistent perception. Item C2, regarding satisfaction with the recognition mechanism for personal achievements, has an average of 3.17 and a larger standard deviation of 1.01, indicating a moderate yet more spread-out level of satisfaction. C3, about the implementation of positive and negative incentives, scores 3.12 with a standard deviation of 0.98, suggesting a slightly above-midpoint perception with some diversity of views. The average of 3.19 and standard deviation of 1.02 for C4, related to satisfaction with the incentive atmosphere, also reflect a moderately positive but inconsistent stance. Finally, C5, concerning the sense of accomplishment from work, has an average of 3.20 and a standard deviation of 0.89, demonstrating a positive and more unified view among employees.

The positive average scores across all items suggest that the company's spiritual incentive framework has some positive effects. The high level of agreement on C1 (recognition of efforts) and C5 (sense of accomplishment) indicates that the company is succeeding in creating a foundation for positive motivation. When employees feel recognized and accomplished, it can enhance their job satisfaction, loyalty, and productivity. The relatively consistent responses for C1 and C5 can serve as building blocks for further enhancing spiritual incentives. Management can use these positive aspects as a starting point to communicate more effectively about the value of employees' contributions, reinforcing the positive feelings and potentially spreading them to other areas of the spiritual incentive system.

4.3.4 Descriptive analysis of promotion incentive

Table 4.7 presents data on promotion incentive satisfaction, with each item scored on a 1 - 5 scale. The average values across the items suggest a moderately positive

perception among employees..10

Table 4.7 Promotion incentive

Variable	Item code	Item	Score interval	Average value	Standard deviation
Promotion incentive satisfaction	D1	You think the promotion incentive are in place	[1,5]	3.25	0.94
	D2	You think the company's promotion channels are very smooth	[1,5]	3.22	0.98
	D3	You have the opportunity to participate in the competition for management positions	[1,5]	3.19	0.89
	D4	You recognize the company's promotion assessment standards	[1,5]	3.01	0.93
	D5	You think that promotion incentive will meet your career development needs	[1,5]	3.07	0.98

Item D1, regarding the presence of promotion incentives, has an average of 3.25. For D2, which measures the smoothness of promotion channels, the average is 3.22. Item D3, about the opportunity to strive for management positions, records an average of 3.19. These scores hover just above the midpoint of the scale. Meanwhile, D4, focused on recognizing promotion assessment standards, has an average of 3.01, and D5, concerning the alignment of promotion incentives with career development needs, scores 3.07, both closer to the neutral mark. The standard deviations, ranging from 0.89 to 0.98, show a reasonable spread of responses around each average.

The relatively high scores for D1, D2, and D3 are positive signs. It implies that, to an extent, employees see the basic infrastructure for career progression as being in place. The company seems to have established visible promotion incentives and accessible channels for employees to compete for better positions. However, the lower scores of D4 and D5 are cause for concern. The lukewarm reception of promotion assessment standards might suggest they are unclear or perceived as unfair. Similarly, the mediocre rating for meeting career development needs indicates that the current promotion incentives may not be well-tailored to employees' long-term career aspirations. This calls for the company to review and refine its promotion mechanisms, making assessment criteria more transparent and incentives more attuned to individual career growth trajectories

4.3.5 Incentive mechanism and employee performance

(1) Correlation analysis

Within SAIC-GM, the satisfaction of employees with the incentive mechanism was significantly correlated with employee performance. The strongest positive correlation coefficient of 0.885 was shown on the compensation incentive item, while the p-value was less than 0.05. The correlation between promotion incentive and employee performance was also strong, with a correlation coefficient of 0.762 and a p-value of less than 0.05. In addition, it is worth noting that training incentive satisfaction is showing highly positive correlation with variables of spiritual incentive satisfaction (0.680), promotion incentive satisfaction (0.583), compensation incentive satisfaction (0.542). Especially the strongest correlation with the employee performance was observed on the compensation incentive satisfaction(0.885), the promotion incentive satisfaction (0.762) and the spiritual incentive satisfaction(0.635). A significant positive relationship between spiritual incentive satisfaction and training incentive satisfaction (0.680) is also a highlighted result of this analysis. Promotion incentive satisfaction showed significant positive correlation with other incentive dimensions in addition to the employee performance (0.762), so it is inferred that promotion incentive is a key item in the incentive mechanism. Therefore, in SAIC-GM, employees satisfied with training incentive are often satisfied with the spiritual incentive, and the spiritual and training incentive play complementary roles in promoting employee performance.

11Table 4.8 Correlation analysis of variables

	1. Compensation incentive	2. Training incentive	3. Spiritual incentive	4. Promotion incentive	5. Employee performance
1. Compensation incentive	1	.542**	.552**	.503**	.885**
2. Training incentive	.542**	1	.680**	.583**	.574**
3. Spiritual incentive	.552**	.680**	1	.619**	.635**
4. Promotion incentive	.503**	.583**	.619**	1	.762**
5. Employee performance	.885**	.574**	.635**	.762**	1

(2) Regression analysis

The following is a regression analysis of the compensation incentive, training incentive, spiritual incentive and promotion incentive and employee performance.

12Table 4.9 Regression analysis of employee performance and 4 incentives

Variable	Non- standardized	Standardization coefficient	t	Sig.
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	coefficients			
	β	β		
Constant	-.051		-.256	.769
1. Compensation incentive	.434	.352	3.126	.002
2. Training incentive	.230	.218	1.055	.074
3. Spiritual incentive	0.358	.332	6.946	0.000
4. Promotion incentive	0.344	.293	6.065	0.000

Dependent variable: Employee performance

According to the table, it can be concluded that the regression equation is employee performance $y = 0.352 \times \text{compensation incentive satisfaction} + 0.332 \times \text{spiritual incentive satisfaction} + 0.293 \times \text{promotion incentive satisfaction}$. When incentive mechanism is absent, the employee's performance is zero as the constant value is not significant, indicating that the incentive mechanism is necessary to maintain the orderly operation of the company. From the perspective of incentive effectiveness, the performance of employees in SAIC-GM increases by 0.352 units. From the regression results, the significance coefficient of training incentive satisfaction is greater than 0.05, indicating that it is not significant, and in this case, the training incentive satisfaction has no significant impact on the performance of the company's employees. The significance coefficient corresponding to the satisfaction of spiritual incentive is 0, indicating that the index plays a significant role in employee performance, and the standardization coefficient is 0.332, indicating that the improvement of spiritual incentive satisfaction by 1 unit can improve employee performance by 0.332 units; similarly, the promotion incentive has a significant impact on the performance of employees in SAIC-GM's Shanghai branch, and the impact effect is slightly lower than that of spiritual incentive. At the significance level of 1% and the confidence interval of 99%, the significance level of satisfaction with extrinsic reward and compensation incentive was 0.002, and the significance level of satisfaction with spiritual incentive and promotion incentive was 0. At a significance level of 10% and a confidence interval of 90%, the significance level of training incentive was 0.074. Based on this result, the hypotheses are accepted, and the incentive mechanism plays a significant role in employee performance.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study aimed to identify the key factors within SAIC - GM's incentive system that drive employee performance and subsequently determine strategic factors of incentive mechanism and explore optimization strategies. The demographic characteristics of respondents provided a snapshot of the company's workforce, with a diverse age, gender, departmental, educational, and job classification distribution. Understanding these demographics is essential as they can potentially influence the effectiveness of different incentive strategies. Regarding compensation incentive, while employees have a significant demand, the current overall score is relatively low, particularly with material incentives and the salary distribution mechanism. The issues of slow salary growth, misalignment between pay and performance, and an irrational salary system based on job levels rather than individual capabilities and contributions have led to job burnout among knowledge - based employees. The design of salary distribution must be refined to account for the diverse needs of employees across different ages and job attributes. Training incentive also requires improvement. Despite employees' recognition of their importance, the lack of sufficient and diverse training opportunities has limited their effectiveness. To enhance employee performance, the company needs to increase training opportunities and diversify training content, linking it to career progression such as job promotion, vocational education, and skill appraisal. Spiritual incentive has shown a relatively high level, yet fairness issues and the need for improved timeliness and efficacy of positive and negative incentives exist.

Optimization should focus on ensuring fairness across different positions and hierarchical ranks, implementing fair commendation and reward mechanisms, and tailoring spiritual incentive to employees with different educational and skill backgrounds. Promotion incentive, which has a high overall score but underlying issues, need to strengthen the connection with employees' career development and address fairness concerns. The promotion plan and assessment criteria should be refined, taking into account the diverse needs of employees from different backgrounds, ages, training achievements, and academic diplomas. Additionally, promotion incentive should be diversified across different departments and branches. In conclusion, to optimize the incentive strategy of SAIC - GM, a comprehensive approach is required. This involves addressing the specific issues identified in each incentive category, tailoring incentives

to the diverse demographic of employees, and ensuring a balance between external and internal incentives. By doing so, the company can enhance employee performance, increase job satisfaction, and ultimately drive organizational success and growth. Future research could further explore the long - term impact of these optimized incentive strategies and continuously adapt and improve them in response to changing organizational and employee needs.

5.2 Recommendation

(1) Optimize the design of equity incentive and compensation incentive methods

In order to optimize the design of equity incentive and compensation incentive mode, enterprises should consider two aspects: cash incentive and humanized welfare. In particular, "pay incentives-job recognition-personal growth" should be seen as one.

First, considering the characteristics of SAIC-GM as a listed automobile company, implementing management equity incentive and key scientific research employee stock ownership plan is an effective strategy. This long-term incentive mechanism can closely combine the personal interests of employees with the long-term development of the company, so as to stimulate the work enthusiasm and innovation ability of employees, and enhance the core competitiveness and market value of the enterprise.

Secondly, cash incentive is a commonly used compensation incentive method, which can stimulate employees' work enthusiasm and creativity by giving employees certain bonuses, allowances and other forms. Enterprises should set reasonable salary level and bonus incentive standards according to employees' performance and contribution degree to ensure that employees get fair and reasonable salary treatment. SAIC-GM can consider to create a "incentive bank" system, if the staff through the established assessment, target, work, outstanding that can get points, these points can be in the internal "incentive store" for various rewards, such as extra holidays, in each big electric business platform shopping gift certificates, professional books, and even attend the company international conference or opportunities to train abroad.

In addition, personalized welfare is also an important method of motivation. Enterprises should provide a variety of humanized benefits according to the needs of employees and their actual conditions. In practice, SAIC-GM is recommended to design the incentive mechanism framework, allowing employees to customize their incentive plans according to their personal interests, career goals and life needs. For example, an engineer interested in technical depth may tend to choose more technical training and certification awards, while employees who pursue management promotions may be more interested in leadership development courses and promotion opportunities. For another example, some employees value health care, education

subsidies for employees' children, and employees' leisure and entertainment facilities.

(2) Improve the spiritual incentive for employees in different positions

In order to better motivate the work enthusiasm and creativity of employees in different positions, enterprises should take a variety of spiritual incentive measures, including emotion, sense of achievement and reputation incentive.

First of all, enterprises can enhance the sense of belonging and identity of employees through their care and welfare treatment. In addition, leaders can strengthen the contact and trust between employees and enterprises through regular staff meetings and one-to-one communication, and enhance the sense of belonging and loyalty of employees.

Secondly, SAIC-GM can hold regular "excellent employees" selection to motivate employees, share outstanding employee experience through the company's internal information systems, bulletin boards and internal social media, and give public recognition, so as to encourage other employees to learn from their working attitude and business experience.

Moreover, for some employees who are not good at social interaction, such as design, processing and manufacturing, SAIC-GM can establish a transparent communication platform to freely express their opinions and suggestions and participate in the decision-making process. For example, SAIC-GM can set up a "creative box" to encourage employees to improve workflow and product design, and the implementation of excellent suggestions can receive corresponding honors and awards.

In addition, the cultural incentive method is adopted to shape the common values for all members of the company and the company itself, and strengthen the company culture. Specific practice, SAIC-GM can organize team building activities, celebrate the company milestone events, strengthen the identity of the mission and vision of the company, and the company should strengthen the interaction with other outstanding industry, through the industry activities, won honors and awards, improve the enterprise brand image and reputation, improve employee pride and confidence.

(3) Establish an effective performance management system

Effective performance management system is directly related to whether the incentive mechanism can effectively play its due role. The performance appraisal method should take into account the employees, companies, industry, market and international environment, build a reasonable performance appraisal system, and design a scientific proportion coefficient. Qualitative analysis helps the company to anchor specific performance targets, such as sales, project completion rate, technology conversion rate, and quantitative assessment is mainly measure employees in the performance of the above goals, and the work attitude, team cooperation ability, innovation ability of quantitative analysis, so as to achieve more comprehensive and

biased evaluation of employees in a specific economic background.

First of all, enterprises should clarify the objectives and content of performance management to ensure that performance management can match the enterprise strategy and goals. Enterprises need to set performance indicators and performance evaluation standards reasonably according to the work characteristics and business priorities of different departments and employees to ensure the fairness and effectiveness of performance management.

Secondly, enterprises should develop scientific performance appraisal methods and processes to ensure the accuracy and reliability of performance management. Such as quantitative evaluation and qualitative evaluation, to ensure the comprehensiveness and objectivity of performance management. The company needs to clearly formulate the performance goals and assessment goals of each department to ensure that employees clearly understand the evaluation standards and processes, including how to set the performance goals, how to conduct mid-term and year-end evaluation, and how to reward or propose improvement measures based on the performance results.

In addition, the enterprise should establish perfect performance management system and feedback mechanism, feedback mechanism can flexibly response to business objectives and market environment change, request assessment during effective communication between superiors and subordinates, colleagues, timely share work progress, outstanding performance and need to improve, to ensure the effectiveness and sustainability of performance management, and pay attention to humanistic care management, such as career development testing and planning, psychological counseling services, personal work life balance guidance, etc.

(4) Optimize the constraint mechanism of different levels of incentives

SAIC-GM Enterprises should establish a sound incentive evaluation mechanism and restraint mechanism to ensure the accuracy and sustainability of the incentive system. Enterprises can improve the adaptability and effectiveness of the incentive mechanism by regularly evaluating and adjusting the incentive indicators and evaluation standards. At the same time, enterprises should also set up restraint mechanisms and punishment mechanisms to prevent misconduct and abuse of power, to ensure the effective implementation of the positive and negative incentive mechanism.

To ensure the effectiveness of the incentive mechanism, SAIC-GM should regularly evaluate the incentive system, including collecting feedback from senior executives and employees, analyzing the data of the incentive effect, comparing the differences between the expected goals and the actual results, and judging the results of the incentive mechanism. For example, key performance indicators (KPIs) achievement rate, employee retention rate, and executive decision-making efficiency are used to measure the effectiveness of incentive plans.

In order to prevent the incentive mechanism from being abused or leading to improper behavior, SAIC-GM also needs to establish clear rules and standards to restrain and punish those who violate the incentive policy, and establish a fair and transparent review and appeal mechanism to ensure that everyone's incentive rights can be treated fairly. Focus on the application of negative incentives. For violations of the incentive principle, the company should consider taking measures including but not limited to warnings, fines, demotion and other measures, including employees and senior management personnel.

(5) Establish an incentive mechanism based on training

By linking the training results with the incentive mechanism, a closed cycle of "incentive-learning-training-incentive" can be formed to further amplify the effect of the training and incentive.

First, enterprises should develop detailed training plans and training standards to ensure the comprehensiveness and quality of the training content. Enterprises can design different types and difficulty of training courses according to their job level and job needs, such as skills training, leadership training and cross-department training, etc. Training hook incentive mechanism should use the support of training evaluation mechanism, should develop scientific training results evaluation mechanism, after the staff training course design for training results assessment acceptance, mainly for quantitative assessment of the learning results, and timely training results, let employees form improving progress oppression feeling, to realize the training relationship to the interests of the whole organization, must actively serious to complete the training courses,

Secondly, enterprises should establish a training-based incentive mechanism to encourage employees to actively participate in the training and constantly improve their own quality and ability. Companies can adopt a variety of incentives, such as, those who do well in training are given priority candidates and the opportunity to get post-level promotion. Compensation subsidy incentives, such as employees who attend advanced technical training and apply them to their daily work, can receive additional compensation subsidies, so as to motivate employees to actively learn new skills and apply them to their daily work. Professional certification incentives, provide employees with opportunities to obtain professional certification, such as automotive engineering, project management and other related fields of certification, for successful certified employees, SAIC-GM can consider giving each one-time bonus, extra holiday or special recognition, while improving the professional ability of the employees enhance employee loyalty to the enterprise and satisfaction.

5.4 Further Study

In the study of SAIC-GM incentive mechanism, it is found that the scientific and

detailed design of incentive mechanism is the key to improve employees' work enthusiasm, efficiency and the overall performance of the company. With the implementation of reasonable financial and non-compensation incentive, the company can attract and retain key talents, and improve the job and performance of both grassroots employees and senior managers. Good incentive strategies can help alleviate employees' job burnout and stimulate innovation ability, especially for the automobile company SAIC-GM, which can lay a solid talent and technical foundation for its long-term development.

However, this study also has some shortcomings when studying the incentive mechanism of SAIC-GM. First, although this study has extensively investigated and analyzed the current situation of employee incentives, the in-depth discussion of the causes of with different incentive factors is not sufficient. Failure to take full account of the possible effects of the external economic environment and industry policy changes on incentives are crucial for the development of effective incentive strategies. Secondly, the empirical research needs to be strengthened. The number of samples collected is limited, and the scope and depth of the research also need to be expanded to obtain more representative and convincing conclusions. Consideration should be added to the development of the supply and demand of different industries, services and products, and in-depth research should be optimized.

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Appendix

Questionnaire

I. Personal basic information investigation

1. Age:
2. Sex: male and female
3. Department: A R&D Department; B Production Department; C Marketing Department; D Information Technology Department; E HR Department; F Finance Department; G management group; H Other
4. Education level: A high school or below; B college; C undergraduate; D master degree or above
5. Position type: A middle management or above; B ordinary employee

II. Incentive mechanism scale

This questionnaire from the material incentive, training incentive, spiritual incentive, promotion incentive four aspects test company incentive mechanism, for each item set "completely", "fit", "general", "not", "completely not meet" five rating level, please according to the real situation, in the corresponding position of "√"

		Completely agree	Agree	Neither	Disagree	Completely disagree
A	Material incentive scale					
A1	You are satisfied with the basic compensation level					
A2	You are satisfied with the compensation mechanism					
A3	You think the company's compensation structure (basic salary, bonus, allowance, etc.) is reasonable					
A4	You are satisfied with the system that links your personal performance to your compensation					
A5	The current salary package can motivate your work					
B	Training Incentive Scale					
B1	You have gained many skills training opportunities					
B2	You are very satisfied with the company's training incentive					
B3	You can learn what you want to learn through the organized training activities					
B4	You can improve your working ability through the organized training activities					

B5	You think you can get promoted through training
C	Spiritual incentive scale
C1	Team and company recognize your efforts
C2	You are satisfied with the company's recognition and recognition mechanism for your personal achievements
C3	You think the positive and negative incentives have been implemented in place
C4	You are satisfied with the incentive atmosphere of the company
C5	Your work can bring you a sense of accomplishment
D	Promotion of incentive satisfaction
D1	You think the promotion incentive are in place
D2	You think the company's promotion channels are very smooth
D3	You have the opportunity to participate in the competition for management positions
D4	You recognize the company's promotion assessment standards
D5	You think that promotion incentive will meet your career development needs