

A STUDY ON EMPLOYEE MOTIVATION IMPROVEMENT MEASURES IN MODERN ENTERPRISE

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Abstract

In the era of economic globalization, the development rapid economic is very fast. To establish a competitive advantage of enterprises, excellent staff team is an indispensable aspect. Establish a set of perfect effective employee motivation mechanism is very important for every modern enterprise. This paper introduces the types of employee motivation way at first, then draw lessons from the traditional staff motivation methods, put forward the way improvement measures that the vary from person to person, establish effective communication of motivation system, use various motivations measures integrated, establishing fair and reasonable motivation system.

Keywords: Employee motivation; Material motivation; Spiritual motivation; Improvement measures

INTRODUCTION

What is motivation?

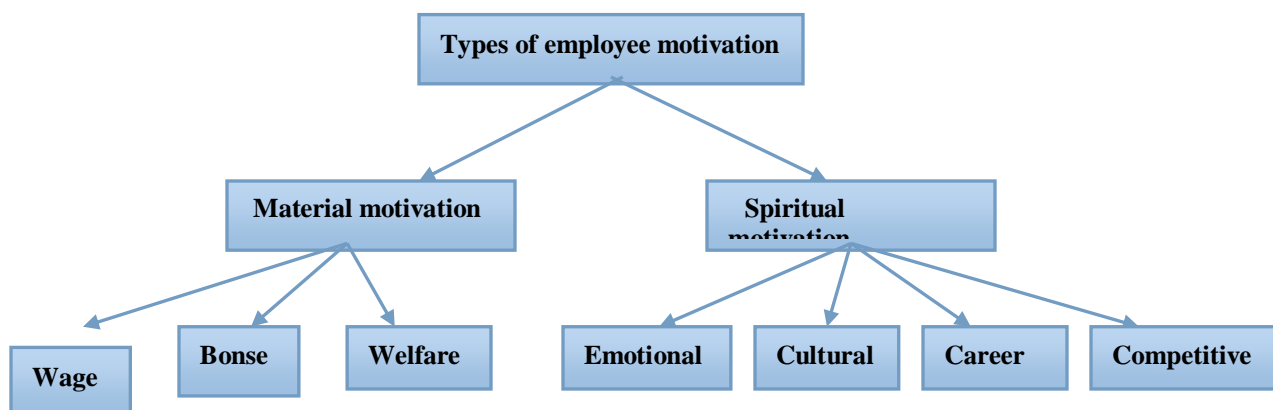
In the "people-oriented" modern enterprise, the person is the most important factors in the enterprise. How can enterprises attract and retain talent? Effective employee motivation measures, can maximum arouse the work enthusiasm of the employees, and improve overall efficiency. To play the good effect of motivation, managers must have a strong motivation consciousness, know how to use motivations to stimulate the potential of employees (Wei Lv, Wei Tang, 2012). Companies are well aware of the importance of employee motivation in the modern enterprise management, there are a lot of relevant research results about employee motivation. But the effect is not obvious, many enterprises only attach importance to material

motivations and spiritual motivations, and the motivation ways are single. So the comprehensive system of motivation theory and method is very important for modern enterprises.

Motivation is a term of psychology, it is a process stimulate the person's psychology. Motivation in enterprise management, the word refers to stimulate staff's work motivation, mobilizing the enthusiasm and creativity of employees, to complete job tasks effectively (Yuwen, 2010). Jia In the process of modern enterprise management, staff motivation is through effective motivations, to meet the various needs of employees, motivate the desire, need, motive of employees, encourage employees to set a specific goal in the process of pursuing goals to maintain a positive mood and state, fully tap the potential of employees, realize the development of human resources extent to the greatest.

The types of employee motivation

Figure 1. Types of employee motivation



Material motivations

Maslow believed that demand can be divided into five kinds, is one of the most basic physiological needs, only to satisfy the most basic physiological needs, people will have a higher pursuit (Changuo Qi, 2010). The main form of material motivations as salary, bonus and welfare.

Spiritual motivation

1. The emotional motivation method

People can't live just rely on the material interests, Everyone has his own spiritual needs, If managers can emotionally employees, often can get the effect that material motivations cannot

reach. Emotional motivation method is a supplement to the traditional material motivations, it can make the motivation effect more obvious.

2 .The cultural motivation method

Enterprise culture is the deep energy to promote the development of enterprises, can improve the staff's enthusiasm and the consciousness of loving the enterprise, Managers should strive to build a corporate culture, make employees improve work enthusiasm and initiative, consciously strive for goals and great vision for the enterprise (Haibo huang,2014).

3. Career motivation method

Some employees working on a job, the first value is the sense of accomplishment. Smart managers often can insight into this point, decompost the enterprise target to every employee, make enterprise target be employee goals, make the staff and the enterprises bound together, make employees willingly work conscientiously for themselves and their business goals.

4 .Competitive motivation method

To enhance the vitality of the enterprise, we must fully develop the biggest potential of each employee, to create a competition mechanism within the enterprise, takes enterprise into a field, motivated to active efforts, to display their talent, stay in the enterprise for a long time (Xiuli Wang,2013).

The traditional staff motivation methods Analysis

punishment and reward motivation system

The traditional staff motivation system is often in the form of punishment and reward. If stem of good employees, enterprise will give employee reward; If employees do not work, will receive the punishment of the corresponding, is retiring. This way is simple, and can have obvious effect in a short period of time, as a result, many companies have adopted this way. But this way is not ideal for enterprise motivations, as a kind of simple motivation mechanism, it has many defects, already can't meet the needs of the enterprise for employees motivation, the reasons are:

1. The motivations are too single, only pay attention to the material needs of employees, ignored the spiritual needs, and therefore could not form a comprehensive, systematic motivation system, cannot achieve the best comprehensive effect.
2. The rewards and punishment on the premise of economic man hypothesis, but the staff is not a simple economic man, they belong to the people of society and complicated. In addition to the material requirements, there are other requirements; such as safety, social, self-esteem, self-fulfillment. Therefore, Punishment and reward, this way is difficult to meet the all levels needs of employees, it is difficult to mobilize enthusiasm and motivation of employees.

3. Under the guide of the rewards and punishment, enterprise managers only valued employee final performance, Eventually the employees performance as the main index of performance appraisal, determines the employee bonuses (Fangli Chen,2013). Li Ignored the staff to process, in this atmosphere, employee is out for the final result, often by hook or by crook in pursuit of performance. For example, in the production of basic workshop, if get the corresponding bonus after completing a certain number of products, the employee is likely to speed up the work and pay a lot of waste of raw materials, increased the cost of production, it is not conducive to the development of the enterprise.

4. Employees working in this kind of motivation system for a long time, easy to form a short-sighted, value only immediate interests, ignoring long-term interests, lack of innovation spirit, this is unfavorable for the modern enterprise that strives for the survival by the innovation.

Performance-related pay

Performance-related pay is Together of a part of the staff wages and job performance. Companies tend to set a basic wage of first, then determine merit pay according to the specific job performance. Performance-related pay for companies is also a kind of successful motivation system, it has some advantages are suitable for the development of enterprises:

Firstly, The companies' basic wage set by the adoption of performance-related pay tends to be very low, in Under the performance-related pay, be helpful for enterprises to evade risks. Enthusiasm of employees and bring more benefits for the enterprise.

Secondly, using the performance-related pay is helpful for enterprises to evade risks. Especially when the enterprise financial strain, operating difficulties, the spending of Enterprises to employees is just lower the basic wage, this greatly reduces the enterprise's capital expenditure, indirectly increased the enterprise's cash flow, is advantageous for enterprise through the difficulties.

But the performance-related pay defects of some objective: Firstly, Performance-related pay application scope is narrow, is not suitable for all employees. Performance-related pay is only applicable to the work performance of employees can be measured, such as enterprise sales personnel, or the production workshop of first-line production staff, is not applicable for work performance can't quantify, for example, enterprise managers, financial personnel, etc.

Secondly, Due to the adoption of performance-related pay enterprise, employees' wages and their job performance is directly related, so it is easy to induce employees to get higher wages and ignore the scientific nature and rationality in the process of production. For example, implements performance-related pay for sales staff, sales staff in order to improve the sales and

higher performance-related pay, it is possible to make unreasonable guaranteed in the name of the company, If companies don't deliver in time, then the enterprise's reputation will suffer losses, corporate image will be hurt, and might lose the customer, which is not conducive to the development of the enterprise (Lirong Long,2010).

Post level dynamic management system

Duty level dynamic management system is based on people post matching principle, guided by the thought of evolution, established a set of scientific quantification assessment system, examine the performance of enterprise employees from four aspects including moral character, ability, diligence, performance, divided post grades according to the results of the assessment. This kind of new enterprise employees motivation mechanism, used by many enterprises. Has the following advantages:

Firstly, Post level dynamic management system is a pressure driven dynamic process. High level requires continuous efforts to keep position and honor, the low level also need continuous efforts to change the status quo. the omni-directional motivation effect, is conducive to the long-term stable development of the enterprise.

Secondly, Post level dynamic management system is more just and reasonable in the distribution of interests, is based on comprehensive evaluation of morality, ability, work, performance, in accordance with a certain proportion of weeding at the same time, in accordance with the same amount of promotion, embodies the motivation principle of retiring.

But at the same time duty level dynamic management motivation system still has inevitable drawbacks: Firstly, Because the post level dynamic management system adopt the method of tail out and the number of the first promotion, post level will change accordingly, employees self-compression under this kind of motivation system, conscious learning skills, learning business, striving to improve the level of job, but if the company fails to provide the promotion staff positions for a long time, will reduce the staff's work enthusiasm, they will think the enterprise is unable to meet their personal development needs, they may leave the company, which is not conducive to enterprise long-term retaining talent (Yanda Qing,2013).

Secondly, post level dynamic management system show the effectiveness of the motivation, but did not reflect human nature, under the dynamic management system of the motivation system, employee mental pressure is big, so the turnover rate is quite high.

Employee shareholding system

The particular way of Employee shareholding system is enterprise USES the preferential benefit price, placement of a certain limitation stock to the employees of the company, and require

employees shall not be transferred within a certain time after the subscription, free transfer only after the expiration of the prescribed time. Enterprise should set up an employee-owned management committee, entrust employee-owned committee to manage and operate the enterprise internal staff stock, so that employees can share earnings on the basis of their holdings stock. Employee shareholding system is also the advantages and disadvantages coexist, the advantage is:

Firstly, Employees can share enterprise operating performance and capital appreciation, to be the real owner of the enterprise, motivate employees to work harder, effectively avoid the hostile takeover of the other companies.

Secondly, Employee shareholding system is good for strengthening the cohesion of the enterprise, to retain talent. Senior managers hold more shares, is more conducive to arouse the enthusiasm of managers.

The disadvantage of shareholders is: Firstly, Employee shareholding system is only suitable for the listed company, Private companies are not applicable, is narrow applicable. Especially listed firms is less in China, less than one percent of the total, so just use the staff motivation system is not enough to solve all the enterprises in employees motivation problems.

Secondly, Employee shareholding system is according to the correlation of intrinsic value of the enterprise and the stock prices, if the correlation is low, the employee motivation mechanism loses its theoretical basis. At present Chinese stock market is still in its early stage of development, inexperienced market regulation, The stock prices of listed companies is deviate seriously from the corporate value. Thus weakened the action of employee shareholding plan (Yan Wang,2014).

Through the above analysis, we can see that: although the traditional staff motivation methods succeeded in some companies, however, the traditional staff motivation method, give priority to material motivation, lack of spirit of motivation system, and the motivation way is single, Difficult to achieve comprehensive and multi-level motivation of employees, so can't reach the best motivation effect.

IMPROVEMENTS OF THE EMPLOYEE MOTIVATION MECHANISM

Vary from person to person

According to maslow's hierarchy of needs theory, need is the cause of human behavior. Need causes motivation, motivation causes behavior. Modern enterprise can according to the needs of employees, take certain motivations to guide employee behavior to the goals of the enterprise. (Licheng Liu,2014). However, Different people in different levels, have different skills

and knowledge. Specific to each employee, because of their living standards and values are different, so demand is also different; Even the same employees, needs and values will also changes with the change of time. Therefore, if you use the same motivate pattern to different employees, will certainly cannot meet the diversity demand of the employees, therefore require companies to specific analysis for each employee, to understand the different needs of employees, take targeted motivations.

When Enterprise making motivation scheme, should give full consideration to the types and features of the different employees, establishing hierarchical motivation mechanism. Such as gender differences: generally self accomplishment of male employees is stronger, requirements for working status is higher, female employee because of family, the life is relatively stable, they may prefer material rewards. In the aspect of education: highly educated employees pay attention to the realization of the value of life, should give more opportunities for advancement to them, while the low educated employee pay attention to the satisfaction of basic needs. (Wenshan Xu,2014) The demand between the management and the general staff is also different, more care about honor motivation. So enterprises set up motivation mechanism, should carry on the thorough investigation, establish archives for employees, implement different motivation intensity to different staff, so as to receive the biggest motivation effect.

Establish the motivation system of communicate effectively

Discontent and complain of employees will influence the employee's work enthusiasm. Establish effective channels of communication and feedback is an important move in motivations. Managers can establish a enterprise feedback mail, each staff can put forward their own opinions or views, when faced with difficulties, also can appeal to the superior. Department managers should give a reply in time when received feedback of employees.

The integrated use of various motivations

In the modern enterprise, relying only on material motivations can't meet the needs of the staff also need inspire motivations, the two complement each other, be short of one cannot work. Companies cannot talk spirit award on the base of lacking material, but also not only material motivations. Therefore, managers should make full use of various motivations, in meet the material needs employees at the same time, More from the perspective of the employees' personal development and individual needs, respect and care staff, to meet the spirit of the staff you need. In addition, the promotion, the superior recognition, interesting work, humanized

management, and the necessary training, etc, are the effective means to stimulate staff's work enthusiasm, the key lies on how managers comprehensive uses.

Establish a fair and reasonable motivation system

Motivation as one of the important ways to reward punishment, mobilize motivation factors, need to be open, fair, justice, this also is the important guarantee of give full play to the motivation. Give top priority to respect, understanding, care, pay attention to the realization of the staffs' own value, fully develop the potential of employees, reward employees' creativity. Greatest concerns compensation for employees, to really play to the motivation pay system, to ensure fairness is a must, and timely communication with employees, understanding staff thoughts on compensation. Only establish of a scientific and fair motivation system, can motivation really play a role (Licheng Liu,2014).

Establish a scientific and effective performance evaluation system

After enterprises establishing motivation system, appraisal system must be fair, scientific, effective, to ensure the rationality of the compensation. Motivation standards on the results of performance appraisal. can produce role performance, build a positive work environment. Performance appraisal also make employees realize the competent employees get more, employees in the examination can be correctly recognizing strengths and weaknesses, make employees through the feedback mechanism to adjust their behavior, thus make greater work performance. (Wangshu Wang,2013). Employees can correctly recognizing strengths and weaknesses in the examination, Make employees adjust their behavior through the feedback mechanism, thus make greater work performance.

For the establishment of the performance evaluation system, improve from three aspects: 1. Establish quantifiable targets as far as possible for the staff, for which is difficult to quantify, establish daily performance log evaluation as the basis; 2. According to the enterprise actual situation, setting clear and reasonable assessment level between different departments, all the departments of the enterprises implement motivation. Managers timely release information of employee performance evaluation and make timely correction. Such motivations and performance evaluation can bring out the best in each other's effect.

CONCLUSION

The key factor of enterprises' success or failure is the talent, staff's work enthusiasm directly affect the enterprise's performance in enterprises, Therefore, motivate the potential of staff, improve staffs' motivation, all depends on a good motivation mechanism. With the development

of modern enterprises, employee motivation mechanism has been widely applied by many enterprises, enterprise pay more and more attention to the employees motivation. But there are still many enterprises motivation ideas lag behind, their employees motivation mechanism can not adapt to the requirements of modern enterprise management, motivation effect is not very good. So companies should integrated use of a variety of motivations, on the basis of understanding employees comprehensively, comprehensive motivation employees from the aspects of material and spiritual aspects to achieve the best effect. Motivations vary from person to person, the enterprise should combine their own specific circumstances, choose the suitable motivation mechanism.

There are many areas that have not been investigated that may be useful for further study in employee motivation improvement measures. The study can be conducted to analyze useful incentives analysis of different types of enterprises. This research can be also extended to the effectiveness of employee motivation improvement measures in order to provide more insights into employee motivation improvement measures..

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