

THE ANALYSIS AND APPLICATION OF INCENTIVE THEORY AND ORGANIZATIONAL CULTURE IN BUSINESS MANAGEMENT

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Abstract

Enterprise development is inseparable from the establishment of a scientific management system, and incentive system is an important area of the management system, whether for large or small and medium enterprises. Incentive system is also associated with corporate culture, corporate culture and business management both affect each other. To a certain extent, corporate culture can promote the smooth implementation of enterprise management, enterprise management can promote the development of corporate culture. In this paper, the relationship between enterprise management, incentive system and corporate culture will be analyzed. By analyzing the problems existing in the current incentive system, some strategies are proposed to construct the incentive system.

Keywords: Incentive Theory; Organizational Culture; Business Management; Motivation

INTRODUCTION

"Incentive" refers to the process of mobilizing internal factors by adjusting external factors, which helps the motivated behavior of the motivated person to develop in the direction expected by the motivator. For the management of enterprises, the "incentive" can be understood as managers in accordance with the behavior into the rules on the basis of the adoption of a variety of effective means and methods of use, to maximize the creativity of enterprise employees, which can effectively achieve the individual and business development goals. Incentive system can effectively improve the enthusiasm of the work of employees, train employees to the enterprise's sense of belonging, and promote the improvement of staff's own quality. But at this

stage, there are still many problems in the construction of the incentive system, which cause the incentive system can't play its due role.

The importance of the salary incentive system to the development of the enterprise is reflected by the development of the individual and the promotion of the human resource management by fully exploiting the personal potential of the staff and the importance of the human resource management. Motivation is a kind of social behavior, which is bound to exist the subject and object of behavior. The main motivation of modern enterprises mainly refers to the enterprise organization to lead others to survive, with a small number of people and resources, such as business owners. The object of inspiration is the person who is dominated by others and works for the owner of the enterprise, and most of them are the operators of the enterprise.

In the construction of salary incentive system, we can not deviate from the corporate culture. Corporate image for the development of enterprises with great influence. When the enterprise is in front of the public with a good corporate image is the largest intangible wealth. This intangible wealth will be very beneficial to the future development of enterprises. And enterprises want to have a good corporate image, we need to establish a good corporate culture, a good corporate culture to a large extent to promote the establishment of corporate image. Enterprises have a good corporate image, it will have a certain visibility, which will effectively help enterprises to promote the brand and products in the future, thus contributing to the enterprise to produce a certain economic benefits.

There are two types of incentives. One is material, one is spiritual. The so-called material, refers to the role of the more public, the greater the contribution of employees should receive higher treatment, including wages, stocks and so on. The spirit of the incentive refers to the stronger the ability of people in the company to obtain the higher position, leading a larger team, so as to stimulate staff potential, so that employees maximize their ability to form a positive incentive. At the same time, the boss should be more capable of the staff, to show more respect, including the views of employees, ideas and so on.

LITERATURE REVIEW

During the past years, lots of scholars have done research on this topic. Cofer and Appley (1964) did a specific and detailed research on the theory of motivation. Logan (1968) introduced the incentive theory and changes in reward and its conceptual determinants with the rates of change. Kanfer (1990) reviews and evaluates modern developments in motivational psychology and introduces several theories related to organisational theory. Stipek (2002) integrated theory and research in motivation theories and mainly introduces the practice of this area for activities.

Particularly, Ariely et al. (2009) examines image motivation and the influence of extrinsic monetary to analyze prosocial activities. Stajkovic and Luthans (1979) discussed Social Cognitive Theory (SCT) and self-efficacy for the practice of work motivation. Weiner (1979) presents a theory of motivation based on attributions of causality for success and failure with the dimensions of causality. Klinger (1975) proposed a theoretical framework based on incentive theory that describes the consistent relationships:

PROBLEMS

Salary structure refers to the organizational structure of the enterprise, not the corresponding value of the posts are not the same. While the salary structure within the enterprise mobility is very large, the lack of staff for the different positions can be raised accordingly wages and salaries, and thus attracting more talent to come to employment. For example, some companies over the pursuit of the principle of fairness, for the different positions to pay the same pay, reducing the enthusiasm of employees for better service to enterprises, resulting in those who had a lower rate of employment is no one is interested.

For enterprise investment, it can bring added value to enterprises, and can play a strong signal to pass, and guide employees to work behavior, attitudes and performance towards the direction of business expectations. Reasonable and rich incentive system will help to create a good corporate culture, effectively promote enterprise change and development, so that enterprises become more flexible, more responsive to market and customer response. Good corporate compensation and benefits can not only improve the efficiency of staff, tap their potential capacity, but also to help companies retain talent, reduce the loss of personnel, to create a harmonious business environment. Talent is a corner for any one company will cause great losses, and incentive system to retain the core staff is a very important role, so the importance of corporate incentives for the role still need to be further strengthened.

Moreover, the salary incentive system established by the current enterprises and the majority of enterprises and incentives pay more attention to the short-term incentive effect, but did not form a perfect long-term incentive mechanism. In the enterprise personnel composition, middle-aged mature technology-based employees, such employees have been working in the enterprise for a certain period of time, for the enterprise to understand the situation is more thorough, but because of the high cost of job-hopping, the current corporate internal attraction is gradually reduced, so there is some discontent of the enterprise. The establishment of enterprise salary incentive system should be based on employee performance, but in the actual operation of the process is the lack of targeted and differentiated, and staff performance there is a gap between. In the event of a salary incentive system and the performance of staff disjoint, it

will greatly affect the work of employees of the state, to lose their sense of identity and belonging to the enterprise, as well as work enthusiasm and confidence.

SMEs lack of sound management system for a long time, many companies lack the formal financial management system, human resources management system and other modern enterprise essential management system. This is related to the level of financial resources of SMEs, on the other hand it is not enough attention to the degree of managers. Establish and improve the integrity of the modern enterprise system, is the basis for management innovation, and only improve the system in order to talk about management innovation in order to enable enterprises to develop a new level.

DISCUSSION

Through the above analysis can be found through the enterprise R & D personnel incentives can improve their enthusiasm and creativity and loyalty to the enterprise, and enterprise technology innovation ability can not be separated from the enterprise R & D personnel innovation ability. It can be seen that by encouraging the R & D personnel in the enterprise to improve their enthusiasm and creativity, they can indirectly promote the improvement of technological innovation capability of enterprises. The domestic and foreign scholars have also conducted a certain degree of research on the relationship between the incentive system of R & D personnel and the capability of technological innovation.

Enterprises must be equipped with a high-quality human resources management team, with a high level of professional management knowledge and overall quality, strengthen the management of all human resources management theory and professional standards, regularly organize learning activities and training so that corporate human resources Training effectiveness of sustained development and play in order to better adapt to the changing pace of development and fierce competition. Corporate culture is characterized by the internal and external conditions of the enterprise, so corporate culture change should pay attention to the original enterprise culture, but also with the social and cultural integration of traditional culture. In the construction of a harmonious society, the enterprise should change the enterprise culture with harmony as the guidance, handle all kinds of relations between enterprise and employee, enterprise and consumer, enterprise and competitor, enterprise and natural society, construct enterprise interior whole harmony, External wide harmony, so as to build a harmonious corporate culture, and promote the harmonious development of enterprises.

By definition, the corporate culture does not seem to have much to do with the strategic objectives of the firm, but in essence, the formation of the corporate vision relies on the support of the corporate culture. Speaking from the spiritual level, corporate culture is in fact the spirit of

enterprise business development, power, is the soul of an enterprise. The strategic goal is to consider the enterprise's own conditions and external environment, the enterprise's own situation, the strategic objectives must be based on the corporate culture as the spiritual basis, only when the two are consistent, the strategic goal is more May be implemented.

In the process of enterprise competition, corporate image and honor has long been a part of them, and has been in the process of business operations play a huge role. In other words, in the modern enterprise competition, the enterprise's market competitiveness is the enterprise culture. Enterprises are not only economic organizations, but also cultural organizations, so the economic competition of enterprises is the enterprise's cultural competition. Enterprise competition is the corporate image and the cultural competition behind the enterprises. Therefore, in order to improve the market competitiveness of enterprises, Large economic benefits, it is necessary to attach importance to corporate culture, in order to increase the core competitiveness of enterprises, thereby promoting the development of enterprises.

The essence of a business culture is the behavior of the organization in the process of achieving its mission (maximizing profit, personal vision of the boss, transforming an industry, changing the world, etc.) The convergence of values. There are enterprises, there must be corporate culture. Good corporate culture is to help companies achieve their goals efficiently, and vice versa. Corporate culture at least two main sources, one industry culture, and second, the boss culture. Industry culture is the characteristics of the industry itself and the formation of practitioners in the industry who have generally embodied the value of norms and behavioral characteristics. Boss culture is in the process of entrepreneurship will be reflected in the personal values in all aspects of the enterprise. There is a more extreme argument, in the first few months of business creation, corporate culture, the gene was implanted into the enterprise which. Large to the enterprise's organizational structure, performance evaluation, rules and regulations, small staff to the popular Dress Code, communication, have revealed the corporate culture.

SOLUTIONS

Optimize the management of enterprises, enhance the staff's sense of belonging to the enterprise. Specific reference to the following points: to improve the democratic management of enterprises, enterprise management should not only be the work of the leadership of the enterprise, but should require all employees to participate. In making certain decisions, due consideration should be given to employees' suggestions, as employees are more aware of the situation at the grassroots level than the business leaders, and some decisions may have unexpected effects from employee opinions.

Enterprise management should be based on fair, just and reasonable principles, the establishment of a sound corporate compensation and benefits management system and assessment system, not only to strengthen the staff assessment, but also to set up human welfare benefits. In the staff to achieve results, be sure to give incentives in a timely manner to encourage employees to see the prospects for the better, and establish the goal of struggle. Set up staff complaints channel constitutes a post-event feedback activities, and then to meet the emotional appeal of employees. Here need to do the system and technology protection. Enterprise human resources departments, trade unions should jointly develop the complaint process, mainly through the enterprise's e-commerce platform to receive staff appeal material, so as to guide the team to implement incentive incentives to provide a problem-oriented.

To ensure the effectiveness of incentives must establish a scientific evaluation system, and evaluation system includes effective evaluation of incentives and performance evaluation system. Staff rewards and punishments on the basis of objective and fair evaluation of staff performance of employees. The staff performance as a basis for staff rewards and punishments, in order to achieve the purpose of motivating employees. The appraisal and evaluation system should be linked to the salary incentive system, which is conducive to spurring backwardness, inspiring the advanced, and also strengthening and standardizing the duties and behaviors of each employee. In the assessment of work performance, we must try to prevent the phenomenon of egalitarianism, to focus on assessment of work discipline, work attitude, personal morality, professional skills, moral cultivation, theoretical knowledge, to increase the transparency of award.

The team leader and the team leader should be encouraged to play the role of inspiration, to guide and encourage the grass-roots team to carry out skills transfer band, in the interactive evaluation of the exchange and sharing of experience, And constantly improve and summarize the work conducive to work and staff development team learning, and promote the comprehensive development of staff. Especially in the current era of large data, front-line staff, middle-level leadership and high-level leadership fought side by side with the new model will undoubtedly change the original enterprise organization and management model. The most important decision-making organizations in the enterprise is the choice of centralized or decentralized decision-making decision-making and the distribution of leadership issues. Centralized decision-making applies to the economic environment is stable, less influential factors, small-scale enterprises, and decentralized decision-making applies to changes in the economic environment, large-scale enterprise situation.

Enterprise management innovation As a global enterprise management innovation initiatives, which will involve all aspects of business management. In other words, the establishment of enterprise management system, need to spend a lot of manpower and material resources. SMEs in the development process, the most attention to product production and sales aspects of capital investment, which is also in line with the characteristics of small and medium enterprises. Management innovation as a strategic initiative to support the sustainable development of SMEs, managers should recognize its long-term role in enterprise development, and only pay attention to after the strong capital investment, will form the embryonic form of enterprise innovation management in order to protect the enterprise's long-term development Strategy to achieve smooth.

CASE STUDY

In many metropolitan cities, there is a coffee shop called Starbucks, and more than one store in the same city, this is an amazing phenomenon. As the largest coffee chain, Starbucks around the world, leading a wave of coffee. Starbucks employees are very well paid and well paid compared to other companies in the industry. Starbucks every year in the same industry to do a salary survey, after a comparative analysis, each year there will be a fixed salary. At Starbucks, employees do not call employees, but "partners." This means that Starbucks employees are likely to become shareholders of Starbucks.

Amway was named the 2001 China 10 best customers, and its full communication inseparable. In Amway's internal network, employees can always express their own suggestions and dissatisfaction, the company has specialized staff to deal with the views of staff on the site, and quickly responded to the staff. Amway has 60 regional centers nationwide, 2,000 employees, every month regional headquarters and Amway headquarters to convene a staff meeting, all the senior managers will use this opportunity to meet staff and listen to staff views. Many questions, we sit down and communicate about, can be resolved immediately. Human Resources Director will appear in different parts of the venue, keep abreast of the movement of staff, and the Amway mission to convey to every employee.

Corporate culture is usually a charm of corporate development is a leader, is unique, but the face of the current changes in the external culture, new employees to join the new ideas, how to carry out new employee training, many factors make a lot of corporate culture charm gradually Lost its original flavor. In order to make employees comfortable, the love into creativity, Google has done a few initiatives to stimulate creativity. Road Google's corporate culture charm, a good culture must be able to play the potential of talent, and kill the first killer of creativity is bound. Google office buildings scattered throughout the fitness facilities, massage

chairs, billiard tables, tents and other interesting things. The entire office space with a different tone, bright and fresh. These are people feel at ease. In addition, each new employee will receive \$ 100 for the decoration of the office, in their own office "arbitrary." This is my site I call the shots, a good office environment is to stimulate people's performance, only people feel comfortable, will produce better ideas and ideas.

CONCLUSION

Faced with fierce market competition, the face of global economic integration trend, should attach great importance to talent management, continuous improvement of the incentive system, strengthen the incentive system. As an enterprise to promote staff initiative, active work, incentive system to a large extent to promote the orderly operation of enterprises and rapid development. Thus, the management of enterprise employees in the incentive system for research, has a very important practical significance. In summary, the enterprise incentive system to build and adjust, is to ensure the stability of the development of the inevitable choice. The basic purpose of the salary incentive system is to improve the satisfaction of salary and salary of employees of different nature, and make them work and live better.

The scope for further studies related to this field has too many expectations. If the company does not record and review the historical experience, there is no analysis of the real situation, corporate culture will therefore die. Only the establishment of corporate culture, to better integrate with the incentive theory in order to get the recognition of employees, to obtain the success of change. At the same time, changes in corporate culture must face the future, highlight and focus on future trends.

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