

Research on the Influence Mechanism of Employee Incentive Model on Enterprise Innovation Performance

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Keywords: Employee Incentive Model, Enterprise Innovation Performance, Influence Mechanism

Abstract: Innovation has increasingly become a core competitiveness of a country's development, and innovative companies provide a huge source of energy for innovation. For innovative companies, innovation needs to be developed, and enterprises need to rely on the core employees of the company to gain benefits. Because the core employees of innovative enterprises often have high knowledge and technology level, high personal quality, strong autonomy, high desire for achievement, and strong circulation characteristics, innovative enterprises are faced with the incentive mechanism of core employees. Therefore, designing reasonable and effective incentives to attract and retain core employees is the key to maintaining core competitiveness of innovative companies.

1. Introduction

The world's science and technology is constantly improving, and the process from creation to development to decline is accelerating. The core competitiveness of enterprise development, cost factors are also replaced by innovation, because innovation can help to reduce the uncertainty of enterprises in the competition to the greatest extent, leading the continuous development of enterprises, therefore, more and more countries Join the growing team of innovative nations. If China wants to lead the world market and occupy a place in the global economic development, it must follow the trend and attach importance to the construction of an innovative country. China should also promote the ability of independent innovation and the construction of an innovative country as the core objectives of the national development strategy, and encourage and cultivate innovative enterprises as an important part of the national sustainable development strategy. Building an innovative country must first focus on the construction of innovative enterprises. After experiencing the impact of the international financial crisis on the world economy, it can be seen that those enterprises with outstanding innovation capabilities are stronger than those with weak traditional and innovative capabilities. Risk resilience and market competitiveness. In other words, technological innovation can effectively promote economic growth, and technological innovation lag will become an important factor in the corporate economic crisis. Continuous innovation in technology depends on the level of knowledge and technology of people. It shows that in order to achieve sustainable development, the core knowledge-based talents of the enterprise are the foundation and the key, and it is also the key factor that the innovative enterprise can maintain competitiveness in the market competition. In other words, their role in the enterprise is not easy to replace. On the contrary, if the loss of such talents occurs, it will have an unimaginable impact on the enterprise. In this way, it is particularly important to choose a reasonable and effective way to retain the core employees in innovative enterprises and use reasonable mechanisms to fully stimulate their enthusiasm and creativity. The role of core employees in innovative companies determines that they deserve a more substantial return, while attracting and retaining core employees relies on a fair and reasonable compensation incentive system.

2. Employee Benefit Incentives and Innovation Performance Correlation

The corporate welfare system includes two levels of national mandatory welfare and enterprise independent welfare investment. It is another direct factor that affects employee behavior in

addition to basic economic compensation such as wages. 3 In management practice, employee benefits are generally reflected in the security, life and training benefits. As the importance of knowledge workers becomes more prominent, their welfare system is constantly improving. This article focuses on understanding welfare incentives from an emotional perspective, and defines the benefits of knowledge workers as support for employees' physical and mental health, daily care, vacations, and personal advancement. The special feature of the welfare system is that it is not the basic needs of employees' survival, but is to promote the employment security of the employees' better service organizations, and has an important impact on the innovative behaviors and attitudes of knowledge workers. First of all, the company provides certain support and services for employees' physical and mental health, and establishes a comprehensive paid vacation system to convey the humane care of the employees to employees, effectively improve the employee's engagement, and then actively promote the production efficiency and operating income. effect. 4 Secondly, providing a healthy retirement protection for employees who contribute to the company is conducive to promoting the sense of organizational belonging during the employee's job, eliminating factors such as insecurities and internal factors, and effectively improving the level of employee input. Thirdly, training is a widely used and rich human resource management function. It is one of the important ways to organize human capital investment. The purpose is to improve employees' competence, productivity and efficiency by influencing or changing employee attitudes, behaviors and skills. Meet organizational goals. 5 Knowledge-based employee training can have a positive impact on innovation performance in two aspects: First, strengthen the job responsibility and enthusiasm of knowledge workers through training and other welfare incentives, and promote innovation performance (Benson, 2006); Second, the training content itself is conducive to strengthening Employees' ability to innovate, promote their work efficiency, and enhance innovation performance. Based on this, this paper proposes the following hypothesis: Hypothesis H1: Knowledge employee welfare incentives have a positive impact on innovation performance.

Welfare incentives can save labor costs for enterprises, enable them to gain competitive advantage, and especially promote the increase of core competence of knowledge-based enterprises. A well-designed welfare system can help companies achieve the goals of human resource management activities, thereby achieving the company's strategic goals, and also communicating the company's culture and values. The impact of knowledge employee incentives on the legitimacy of innovation is mainly reflected in two aspects: First, the internal level of the organization, the theory of social exchange believes that the organization provides ideal conditions for employees, so that employees perceive the attention and concern of the organization will promote the strengthening of employees into organizations. Belief in making contributions. 6 Welfare incentive arrangement will strengthen the organizational commitment of knowledge workers, encourage them to show more behaviors that are conducive to the organization, make knowledge workers more responsible for innovation, and innovation activities will be more active and actively seek legal support and promotion. Organize the legitimacy of innovation activities. 7 Second, the external level of the organization, the improved welfare system for knowledge workers is the embodiment of corporate humane care, which is conducive to enhancing the positive evaluation of government departments and relevant authorities to give enterprises the attention to the emotional needs of knowledge workers, and also strengthen customer-to-business The sense of identity of products and services has a positive effect on the improvement of the legitimacy of organizational innovation.

3. Innovative enterprise core employee incentive mechanism optimization design

According to the above survey of innovative enterprises, although the current innovative companies pay attention to the issue of core employee incentives, and implement some implementations of the salary incentive system, overall, the core of the innovative enterprise company The salary design of employees is unreasonable and unfair, lacks scientificity, lacks pertinence, and the overall salary level still needs to be improved. Therefore, the incentive mechanism of the core employees of innovative enterprises cannot effectively stimulate the core employees. Therefore, the compensation incentive optimization plan for the core employees of this

innovative enterprise is based on the incentive mechanism investigation of the innovative enterprise, and optimizes the design based on the guiding ideas and principle objectives of the innovative core employee incentive mechanism. From the investigation and analysis of the incentive mechanism of innovative enterprises, it can be seen that the current salary system has insufficient understanding of core employees in different categories. Therefore, the optimization of the core employee incentive mechanism should fully consider the difference between the different positions of the core employees and should be more detailed.

Because the core employees of the innovative enterprises studied in this paper include management core employees, technical core employees and sales core employees, it is necessary to fully consider the characteristics of different types of core employees, and take into account their contribution to the enterprise. The salary point and the different standard of employment, this article is based on the study of the core employees, so only design the corresponding salary and salary point Table for the core employees.

Innovative companies use key performance indicators for the assessment of core employees, and can combine the use of special performance when necessary to better assess and reflect the rationality of performance appraisal. Firstly, according to the company's strategy and economic benefit indicators, the corresponding KPI indicators are set for the management department, the technology research and development department and the sales department. Each department will then perform the department's performance according to the employee characteristics, work ability and contribution to the various levels of the department. The indicators are broken down in detail, setting key performance indicators for each core employee.

According to the different characteristics of the core employees of the three main types of innovative enterprises and the different contents of the work, the evaluation methods of the core employees are distinguished. Because of the different nature of the work, the assessment cycle is different. Innovative enterprises adopt key performance indicators as the main performance appraisal for core employees of enterprises, and need to take special treatment for some assessments when encountering some special situations. Therefore, special performance methods are needed in performance appraisal. Special performance includes two aspects, special performance rewards and special performance reduction points. Special performance rewards are used in such situations: in addition to completing the basic performance indicators set by the corporate department, the core employees far exceed these performances, and achieve a leap in corporate performance through the work efforts and performance of core employees. The development of the company makes an outstanding contribution. At this time, innovative companies can consider giving such core employees extra generous rewards. As for the special performance reduction, if the core employees fail to complete their performance indicators on the one hand, and they will affect the normal work of the department and other core employees, they will be complained or dissatisfied by the department or other employees. The compensation management department of the enterprise records the situation of such employees and submits them to the company for investigation and review, giving such employees performance reduction points.

The salary adjustment of core employees of innovative enterprises is based on the principle of change in positions, changes in salary, and changes in salary as jobs change. That is to say, if the core employees of different categories change their jobs in the work department, the compensation of the core employees should be adjusted accordingly. If the core employees have created certain performances for the company because of their excellent work performance, and they have been recognized by the department and the company, and the positions have been upgraded on the original basis, then the salary should also be upgraded to a salary level on the original basis; If the employee fails to complete the job index or is complained by other employees, the position of the employee should be lower than the original level. Then the salary should be adjusted downwards on the original basis. . It is worth noting that there is a situation in which the core staff has adjusted the department or position because of the rotation or finding a job category that is more suitable for their own talents, but at the same time, the level of the position has not changed substantially. Similar to the previous level, at this time, the core employee's salary base is unchanged, and no

adjustments should be made.

4. Conclusion

The core of innovative enterprise management is the incentive of core employees. The center of employee incentives and the focus is on the management of talents. This paper follows the problem of discovering problems, analyzing the causes, finding solutions, investigating the status quo of incentive management of innovative enterprise employees, and discovering that the incentive mechanism of the core employees of innovative enterprises is not enough incentives, the incentive design is unfair, and the incentives are not Combined with the company's innovation and talent growth, and a single incentive method. Then follow the guiding ideology and principles of the optimization of the core employee incentive mechanism of innovative enterprises, integrate and improve the existing incentives, and emphasize that the innovative enterprises combine the short-term performance incentives with the long-term equity incentives. A systematic, comprehensive and innovative employee incentive mechanism.

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