

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
ECONOMICS AND MANAGEMENT FACULTY**

Accounting and Taxation

QUALIFICATION WORK

Education Degree - Master

**on: IMPROVEMENT THE EFFICIENCY OF EMPLOYEES OF THE
ORGANIZATION**

Completed:

MA JINGTAO

student of

073 «Management» (EP «Administrative Management»)

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Doctor Of Science in Public Administration

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SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty
Department

Economics and Management
Accounting and Taxation

Education degree
Field of Study

«Master»
073 «Management» (EP «Administrative Management»)

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TASK

on qualification work for student
MA JINGTAO

1. Theme of Qualification work: **Improvement the efficiency of employees of the organization**

Supervisor Inna Nazarenko, Doctor of Economics, Professor

approved by the university from _____

2. Deadline for student completed project (work)

September, 5 2024

3. Background to the project (work):

The management of an enterprise's labor resources, aimed at improving the efficiency of their use, is of vital importance in today's environment. This master's thesis is aimed at studying the peculiarities of managing the labor collective of Zhejiang Jiaogong Group Co., LTD and improving the management process aimed at increasing the efficiency of labor resources.

4. Contents of settlement and explanatory notes (the list of issues to develop):

This study will outline the objectives and significance of the research, review the relevant literature and describe the methodology used. The organizational and economic characteristics of the financial and economic activities of the studied Zhejiang Jiaogong Group Co., LTD were also carried out. The current situation and existing problems of the basic system of staff motivation at the researched enterprise are analyzed. A methodology for optimization design of the basic system of staff motivation aimed at improving efficiency is substantiated, which provides for detailing the ideas of optimizing the incentive system and optimizing health factors, optimizing incentive factors, balancing and optimizing health factors, and introducing a system of incentives for low-level employees.

5. Date of assignment:

July, 2023

CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	July, 2023	
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	September - December, 2023	
3	Preparation and presentation of draft of the first chapter of the thesis	January 2023	
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	March 2024	
5	Making the theoretical part of the thesis, summarizing the analytical part	April 2024	
6	Design options improve the research problem	May 2024	
7	Completion of the project part of the thesis, design chapters	May 2024	
8	Previous work and its defense review	July 2024	
9	Checking the authenticity of the thesis	August, 2024	
10	Deadline for student completed the thesis	September, 02 2024	
11	Defense of the thesis	September, 11-12 2024	

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ABSTRACT

MA JINGTAO. Improvement the efficiency of employees of the organization. Qualification work, second (master) level, speciality 073 «Management», educational program «Administrative Management». Sumy. 2024.

With increasing competition in the infrastructure engineering field, Zhejiang Communications Construction Group Co., Ltd., despite maintaining industry leadership in terms of quality and speed of infrastructure construction, has revealed numerous shortcomings in its internal management. This underscores the importance of internal corporate management and talent incentive mechanisms, particularly in such a fiercely competitive environment.

The purpose of writing a qualification work is to analyze the system of motivation of employees of the enterprise and identify ways to improve based on the intersection of corporate progress and career development of employees, which will contribute to corporate development and increase the competitiveness of the enterprise.

The paper solves the following tasks: summarizes the theoretical foundations of human resource management in order to increase the efficiency of their use; analyzes the current status and existing problems of the main system of staff motivation; evaluates the main financial and economic indicators of the enterprise; analyzes the system of motivation of employees of the studied enterprise; identifies the problems existing in the grassroots system of staff motivation; substantiates the optimization of the motivation system taking into account health factors; the author characterizes the balancing and optimization of health factors and incentive factors, and precautionary measures to optimize the development and implementation of a system of motivation for grassroots employees.

The first chapter of the qualification work summarizes the theoretical foundations of human resource management in order to increase the efficiency of their use.

The second chapter analyzes the current state and existing problems of the main system of staff motivation. The main financial and economic indicators of the enterprise were studied, the existing system of motivation of employees of the studied enterprise was analyzed, and the existing problems in the context of the research topic were identified.

The third section reveals the issues related to determining the method of optimization design of the basic system of staff motivation aimed at increasing the efficiency of using the potential of employees.

Key words: incentive system; monetary compensation; state-owned enterprises; workers; work efficiency.

АНОТАЦІЯ

МА ДЖІНТАО. Підвищення ефективності роботи співробітників організації. Кваліфікаційна робота, другий (магістерський) рівень, спеціальність 073 «Менеджмент», освітня програма «Адміністративний менеджмент». Суми. 2024.

В умовах зростаючої конкуренції у сфері інфраструктурного будівництва Компанія Чжедзян Джіангонг груп ТОВ, незважаючи на збереження галузевого лідерства за якістю та швидкістю будівництва об'єктів інфраструктури, виявила численні недоліки у внутрішньому управлінні. Це підкреслює важливість внутрішнього корпоративного управління та механізмів заохочення працівників, особливо в такому жорсткому конкурентному середовищі.

Метою написання кваліфікаційної роботи є аналіз системи мотивації працівників підприємства та визначення шляхів удосконалення на основі перетину корпоративного прогресу та кар'єрного розвитку працівників, що сприятиме корпоративному розвитку та підвищенню конкурентоспроможності підприємства.

У роботі були вирішені наступні завдання: узагальнено теоретичні основи управління людськими ресурсами з метою підвищення ефективності їх використання; проаналізовано сучасний стан та існуючі проблеми основної системи мотивації персоналу; оцінено основні фінансово-економічні показники діяльності підприємства; проаналізовано систему мотивації працівників досліджуваного підприємства; виявлено проблеми, що існують у системі мотивації персоналу; обґрунтовано оптимізацію системи мотивації з урахуванням факторів здоров'я; охарактеризовано збалансування та оптимізацію факторів здоров'я та факторів стимулювання, застережні заходи щодо оптимізації розробки та впровадження системи мотивації низових працівників.

У першому розділі кваліфікаційної роботи узагальнено теоретичні основи управління людськими ресурсами з метою підвищення ефективності їх використання.

У другому розділі проаналізовано сучасний стан та наявні проблеми основної системи мотивації персоналу. Досліджено основні фінансово-економічні показники підприємства, проаналізовано діючу систему мотивації працівників досліджуваного підприємства та виявлено існуючі проблеми в контексті теми дослідження.

У третьому розділі розкрито питання, пов'язані з визначенням методу оптимізаційного проектування базової системи мотивації персоналу, спрямованої на підвищення ефективності використання потенціалу працівників.

Ключові слова: система мотивації; грошова винагорода; державні підприємства; працівники; ефективність праці.

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INTRODUCTION

Relevance of the topic. In recent years, as Chinese infrastructure companies gradually integrate into international market competition, the competitive pressure in the global infrastructure industry has been intensifying. The extensive management model and decision-making mechanisms that rely heavily on experience, which were depended on by the original state-owned infrastructure enterprises, have been unable to effectively cope with the severe challenges of the current market environment. In this context, how to construct an incentive system that reflects the characteristics of the infrastructure industry, stimulates the vitality of frontline employees, and enhances the competitiveness of enterprises, as well as how to scientifically select and effectively use incentive theory and practical tools, have become major issues that such enterprises urgently need to solve.

Zhejiang Communication Construction Group Co., Ltd. is a large state-owned enterprise with profound historical heritage and significant industry influence. With total assets of nearly 20 billion yuan and an annual construction capacity of over 30 billion yuan, Zhejiang Communication Construction Group employs more than 5,000 workers, including over 4,000 management and professional technicians, and nearly 20,000 migrant workers in cooperating teams who work with the company year-round. The company is well-equipped with more than 5,000 sets of advanced construction machinery and testing equipment, demonstrating strong engineering implementation capabilities and technological innovation strength.

Currently, Zhejiang Communication Construction Group Co., Ltd. is in a critical period of transformation and development, facing the continuous emergence of new technological materials and intensified competition in the international infrastructure market. Therefore, the core objective of this study is to combine the actual situation of the company's human resource management and deeply explore how to apply leading domestic and international frontline employee incentive concepts and practices to the company, further improving and enhancing its incentive system. Accordingly, the topic of the qualification work is relevant.

This issue has been studied by various scholars in their scientific works (Hu Feng [3], Zhao Shuming [22], Li Yaohui [36], Zhou Enyi [37], Dai Xinyi [57] and others). However, the problem is relevant today and needs to be further addressed.

Connection of work with scientific programs, plans, and topics. The qualification work was completed by the directions of research work of the Department of Accounting and Taxation: "Theoretical, methodological and practical aspects of transformation of formation and audit of accounting and reporting component of management of enterprises (institutions, organizations) in transparent conditions of innovative economy" (state registration number 0122U001378, 2022-2026).

The purpose of the master's work. The purpose of writing a qualification work is to analyze the system of motivation of employees of the enterprise and identify ways to improve based on the intersection of corporate progress and career development of employees, which will contribute to corporate development and increase the competitiveness of the enterprise.

Achieving the stated goals requires completing the following tasks:

- to summarize the theoretical foundations of human resource management in order to increase the efficiency of their use;
- to analyze the current state and existing problems of the main system of staff motivation;
- to evaluate the main financial and economic indicators of the enterprise;
- to analyze the system of motivation of employees of the studied enterprise;
- to identify the problems existing in the grassroots system of staff motivation;
- to substantiate the optimization of the motivation system taking into account health factors;
- to characterize the balancing and optimization of health factors and incentive factors, precautions to optimize the development and implementation of an incentive system for grassroots employees

The object of the study. The frontline employees of Zhejiang Communication Construction Group Co., Ltd.

The subject of the study is theoretical, methodological, methodical and practical aspects of managing employees of an enterprise in order to increase the efficiency of their use.

Research methods.

1. *Literature Research Method.* This paper utilizes the literature research method to systematically review the development history and core viewpoints of incentive theories, clarifying the theoretical basis and research pathway for the study. Combining this with the actual situation of Zhejiang Communication Construction Group Co., Ltd., it conducts an in-depth analysis of the current status of the frontline employee incentive system, aiming to provide solid theoretical support for optimizing the company's incentive system.

2. *Questionnaire Survey and Interview Method.* To gain a deeper understanding of frontline employees' perceptions and expectations of the company's incentive system, this paper conducted interviews with frontline employees and project management team members of Zhejiang Communication Construction Group Co., Ltd. Based on this, detailed questionnaire surveys were designed for frontline employees at different levels and positions, widely collecting their true feelings and valuable opinions on the company's current incentive system. Through these surveys and interviews, rich and diverse data and viewpoints were obtained, providing strong empirical support for the optimization of the incentive system.

3. *Data Analysis Method.* This paper conducted a comprehensive quantitative and qualitative analysis of the collected data, deeply examining the problems and root causes of the current frontline employee incentive system at Zhejiang Communication Construction Group Co., Ltd. These precise data analysis results not only provide critical data support for the subsequent optimization of the incentive system but also offer conclusive evidence for the development and implementation of improvement plans.

The information base of the study was the scientific works of scientists, monographs, own scientific research, materials of the enterprise under study.

The scientific novelty of the results of the dissertation research is to substantiate the theoretical and practical aspects of managing employees of an enterprise in order to increase the efficiency of their use.

1. A theoretical framework in the context of human resources management has been formed, based on existing theories and concepts, the use of which allowed to theoretically identify the directions of the management process aimed at improving the efficiency of the use of employees of the enterprise.

2. From the teleretic perspective, it is substantiated that by strengthening internal management and increasing respect and trust for employees, it is possible to build a motivation system that encourages competition and promotes career growth, which will allow frontline employees to better realize themselves while meeting their personal needs.

3. Guided by the two-factor theory, an in-depth study was conducted on the incentive system of front-line workers in Zhejiang Communication Construction Group Co, Ltd, which not only enriched and expanded the incentive theory system in the domestic and international infrastructure industry, but also provided important theoretical support and reference for similar infrastructure enterprises in building incentive systems for front-line workers.

4. Using the two-factor theory as a basis, the current state of the company's frontline employee incentive system is analyzed in depth, seeking to overcome the limitations of the existing system, which allowed for theoretical, practical and strategic suggestions for innovation and improvement of the company's frontline employee incentive system.

The practical significance of the results obtained. The theoretical results of qualification work enrich the theoretical of human resource management, and play a certain guiding role in the research of human resource management researchers. The materials of the qualification work from a theoretical point of view can be implemented in the educational process of Sumy National Agrarian University in teaching disciplines related to labor management.

Personal contribution of the acquirer. Qualification work is an independent scientific work of the author. The author obtained scientific results, conclusions, and proposals submitted for defence.

Recognition of research results. The main results of the research were tested at conferences at all levels, in particular: International Scientific and Practical Conference “Development of Science and Education in the Context of Globalization” (Chernihiv, 2024); Scientific and practical conference of teachers, graduate students and students of Sumy NAU (Sumy, 2024).

Structure and scope. The qualification work of an introduction, three chapters, conclusions, a list of references. The total volume of work is 75 pages. The work contains 16 tables and 3 figures. The references consist 59 publications.

CHAPTER 1

THEORETICAL FOUNDATIONS OF HUMAN RESOURCES MANAGEMENT IN ORDER TO INCREASE THE EFFICIENCY OF THEIR USE

The basic staff in this work refers to the employees who are at the bottom of the organizational structure of the enterprise and are responsible for the daily construction, production and basic management work. These include employees who have signed labor contracts with state-owned enterprises. Compared with the middle-level and above managers in the enterprise, the grass-roots employees usually do not assume the management responsibilities, but focus on the implementation of specific operational work tasks, and they directly participate in and complete the specific work. They are the main executors of the production, construction, operation and administrative management of enterprises [53], which constitute the foundation of enterprise operation.

In the organizational structure of Zhejiang Jiaotong Industry Group Co., Ltd., the grassroots staff covers the ordinary staff of the project management department and various departments of the department. As Zhejiang Jiaotong Industry Group Co., Ltd. implements the dual-track system of positions and professional titles, the grass-roots employees also include some employees with intermediate, deputy senior or even senior titles.

Incentive system is a comprehensive system based on a series of advanced incentive theories and practices at home and abroad. According to the different needs and expectations of employees, combined with the actual situation of the enterprise, it aims to stimulate the potential and work enthusiasm of employees, and improve their work motivation and innovation ability. In this incentive system, the enterprise plays the role of the initiator and the subject of the incentive, while the employee is the object of the incentive, that is, the object of the incentive. The incentive system plays the role of a bridge connecting the subject and the object to ensure that the effective incentive can be realized, and then achieve the expected goal [54].

The incentive system discussed in this paper is mainly based on Herzberg's two-factor theory, which divides the incentive factors into two categories: health care factors and incentive factors. The health factors focus on the basic needs of salary, performance evaluation and welfare, while the incentive factors focus on the career development opportunities, promotion path, education and training, and aim to stimulate the internal motivation and innovation spirit.

1. The «two-factor theory», also known as «incentive-care theory», occupies an important role in contemporary incentive theory. It classifies the factors that affect overall employee satisfaction into two categories: health care factors and incentive factors. The health care factor mainly eliminates employee dissatisfaction but not positive satisfaction; the incentive factor focuses on enhancing employee satisfaction and providing a positive work experience. The core of this theory is that the factors that affect employees' work efficiency are diversified, among which, the factors that can eliminate employees' negative emotions are regarded as health care factors, while those factors that can stimulate employees' work enthusiasm are classified as incentive factors. Therefore, in the construction of grass-roots staff incentive system, these two factors should be fully considered and balanced, so that they can complement each other, so as to improve the subjective initiative and work enthusiasm of employees (figure 1.1).

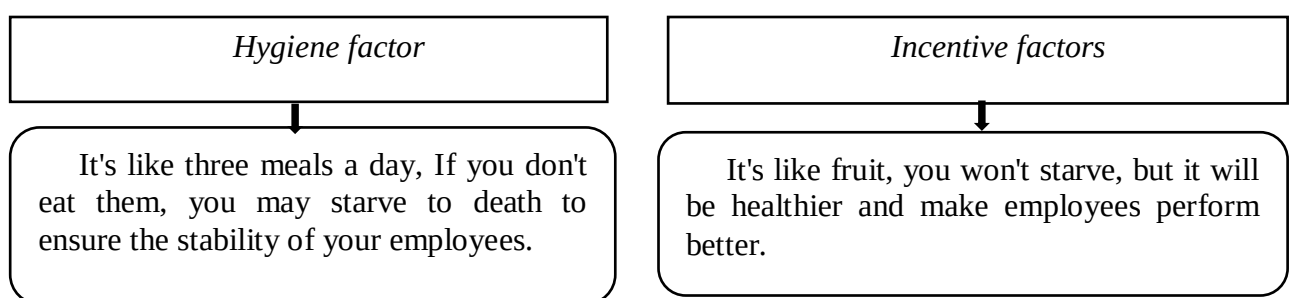


Figure 1.1 - A schematic diagram of the two-factor theory

**Source: compiled by the author based on [40].*

Health care factors. Health care factors, usually refer to those conditions or aspects that may trigger employee dissatisfaction. When these essential elements are not met, employees may feel dissatisfied, which can affect productivity and even lead to shutdown. However, even if these health care factors are satisfied, they can only

maintain the basic work efficiency of the employees, but cannot effectively enhance their work enthusiasm. In short, the main effect of health care factors is to eliminate their dissatisfaction, rather than to increase their motivation.

Main incentives related to health care factors:

1. Compensation incentive: compensation incentive mainly involves the salary and welfare treatment of employees, and is an important part of the incentive system. Since employees need to get the corresponding financial return through their work to meet their basic living needs, the salary incentive plays a key role in stimulating their enthusiasm for work. Reasonable salary not only directly affects the work investment of employees, but also is the basis for attracting and retaining talents, and has an important impact on internal promotion. But when wages reach a certain level, the incentive effect may be weakened.

2. Welfare incentive: the core goal of welfare incentive is to enhance employees' sense of identity to the enterprise, and to ensure that employees feel economic stability. This incentive is designed to motivate employees' gratitude to the company. Welfare incentives usually follow national regulations and policies, such as the five social insurance and one housing fund system, as well as gifts or shopping vouchers provided on traditional festivals.

3. Performance incentive: performance incentive is established based on the macro strategic planning of the enterprise and the multi-dimensional evaluation of the achievement of employees' work objectives, the depth of responsibility implementation and work attitude. This process involves the interaction with the employees to enhance their professional competence and enterprise development. Building such an incentive system is a complex and time-consuming task, involving human resource allocation, salary structure optimization, team structure adjustment, and reward and punishment policy formulation.

Incentives factors. Motivators mainly involve factors that can enhance employees' satisfaction and stimulate their work enthusiasm. When these factors are satisfied, they can greatly improve the motivation and internal motivation of employees. Even if these factors are not satisfied, employees will not have dissatisfaction, but will turn the

original «dissatisfaction» into «satisfaction».

1. Promotion incentive: promotion incentive is a strategy to motivate employees by raising their position or professional level. It includes not only job promotion and salary increase to meet the material needs of employees, but also higher positions are regarded as an honor to help meet the spiritual needs of employees. However, promotion incentives are usually based on fierce competition and have limited places, so they mainly target a few people, potentially causing dissatisfaction among unpromoted employees.

2. Career planning incentive: career development planning incentive is a personalized career development planning service provided by enterprises for grass-roots employees, aiming to promote the common development of employees and enterprises. With the support of enterprises, employees can improve their comprehensive ability and better serve the development goals of companies.

3. Training incentive: training incentive focuses on improving the professional skills level of employees through various training activities. This will not only help to consolidate the technical strength of the enterprise, but also promote the improvement of employees' personal ability. However, due to individual differences, some employees may have a negative attitude towards training, while aggressive employees will see them as opportunities for personal growth.

4. Cultural incentive: cultural incentive refers to that the enterprise unifies the behavior and values of employees by shaping a specific corporate culture, so as to stimulate the work enthusiasm of employees. By understanding the corporate culture, employees can deepen their cognition and perception of the nature of the enterprise, and then have a sense of belonging and the motivation to work. This incentive mode has the characteristics of long-term and overall situation, and usually plays an important role in the sustainable development of enterprises.

The core value of incentive factors is to promote the development of the enterprise by improving the satisfaction of employees, while the health care factor is mainly committed to maintaining a stable working environment by reducing their discomfort.

2. Maslow's theory of the pyramid of needs reveals the multivariate structure of individual needs, dividing human needs into five progressive stages, each of which constitutes the power source driving individual behavior. The theory points out that once people meet the current level of demand, they will naturally pursue a higher goal. These five levels of demand range from basic to advanced: basic physiological needs, stable security needs, social connections, the pursuit of dignity and recognition, and self-actualization needs at the top of the pyramid (table 1.1).

Table 1.1 - Maslow's hierarchy of requirements theory

<i>Demand level</i>	<i>Demand content</i>
Physical needs	Clothing, food, shelter, and transportation
The need for safety	Personal safety and health protection
Social needs	Ownership consciousness, friendship, and love
The need for respect	Recognition, self-esteem, and fame
Actualization	Outlook on life and values

**Source: compiled by the author based on [51].*

Employee satisfaction can be divided into five levels based on Maslow's hierarchy of needs theory. First of all, the most basic is the survival demand, which is related to the returns that employees should get through labor under the socialist distribution system, such as wages, welfare and bonuses, which are all necessities to ensure the basic life of employees. If enterprises cannot meet this basic need, employee loss will become an inevitable phenomenon. Secondly, safety demand refers to employees' pursuit of security after work, including endowment insurance, medical insurance and housing provident fund, which constitute the basic security system of the society. If these are not met, employee satisfaction will drop dramatically. On the next level is social needs, which involve the rapport of teamwork, relationships between colleagues and good interaction between superiors and subordinates. The improvement of enterprise satisfaction at this level will help to improve work efficiency. The fourth level focuses on the sense of accomplishment and respect, which can be given through career development, promotion opportunities and sound reward mechanisms to further stimulate their motivation, innovation and responsibility. Finally, at the top are self-fulfilling needs, the most difficult level to meet. Enterprises should be committed to assisting employees to pursue and realize their personal values and outlook on life, so

that they can better integrate into the company and create greater value for the company.

This study always takes Maslow's hierarchy of needs theory as the core framework, whether it is the in-depth analysis of the current situation of the grassroots staff incentive, or the design of questionnaires, or the construction and optimization of the grassroots staff incentive system, are closely based on this theoretical basis.

3. Expectation theory is a blend of management and psychology [52]. It believes that the goals set in people's hearts have a driving role in their work enthusiasm and initiative, which constitutes the theoretical basis of an incentive mechanism. The theory is expressed by a core formula: «Expected value valence = excitation power». In this formula, the expectation reflects the degree of the desire to achieve the goal, which is closely related to the strength of the demand and the importance of the goal, the concrete and abstract economic and social benefits of the realization of the goal, and the internal potential of each individual. It can be seen from this formula of expectation theory that the employee motivation is largely influenced by the expectation value and validity value. As expectations are more affected by individual psychological factors, enterprises have limited space to intervene in this area. However, validity is a factor that enterprises can directly exert their influence. Therefore, enterprises should focus on improving the validity of employees, so as to stimulate their internal potential more effectively [55]. This point is visually shown in figure 1.2.

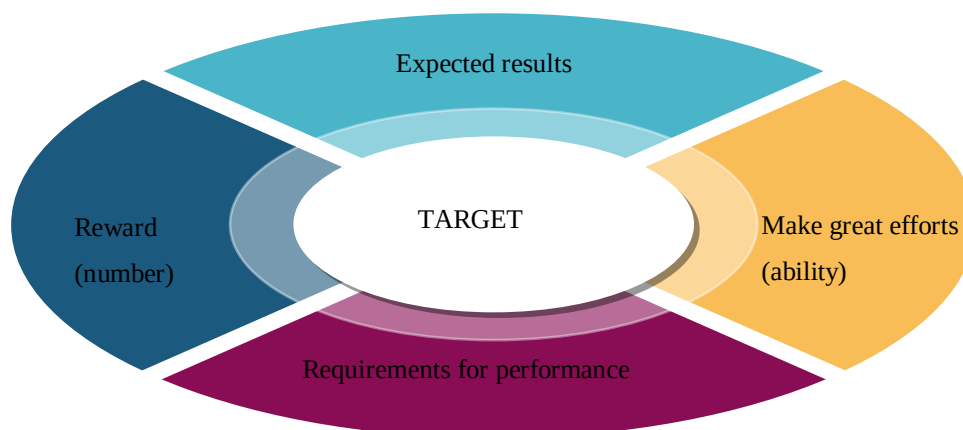


Figure 1.2 - Schematic representation of the expectation theory

**Source: compiled by the author based on [55].*

In the practice of improving employee satisfaction, expectation theory emphasizes the importance of enhancing the value of work and increasing expectations. Considering that employees have different expectations and values, enterprises should pay attention to the personal value of each employee when managing employee satisfaction, and focus on improving the issues that employees are generally concerned about, such as salary and career development opportunities [56]. If the valence is high, but the employees' expectations are low, then the product effect may be negligible and not enough to fully motivate the employees. Therefore, when motivating employees, companies also need to guide them to establish correct life and career concepts, and enhance their desire and anticipation for goals [57]. In general, enterprises need to build an HR management system that meets the requirements of The Times, design reasonable work content and environment according to the needs of employees, and ensure that all work standards can meet the psychological expectations of employees, so as to effectively improve employee satisfaction.

4. Key performance index appraisal method. The Key Performance Indicator (KPI) assessment method is used by companies to carefully select key elements in business operations and considers these elements as crucial for achieving strategic business goals. The ideological roots of this method can be traced back to the "Pareto Principle" proposed by European economists, also known as the "80/20 rule." This principle reveals a phenomenon: in the process of achieving strategic business goals, typically 20% of the employees generate 80% of the profits, and at the same time, 20% of the management bear 80% of the workload. Therefore, the main purpose of performance assessment becomes clear - to identify and focus on this critical 20% of the workforce, who are not only the core source of profits for the company but also indispensable key employees [58].

The advantage of using key performance indicators (KPIs) to evaluate employees is self-evident. First of all, KPI method can accurately highlight the key links of enterprise strategic goals, making performance appraisal become an important driving force to promote the implementation of enterprise development strategy. Due to the limited number of key indicators selected, they are highly adjustable, which brings

greater flexibility and adaptability to the human resources and performance management of enterprises. In the process of formulating KPIs, senior managers should not only make decisions alone, but also the opinions and suggestions of various department managers and all employees should be widely absorbed to ensure that the indicators developed are both practical and effective. At the same time, enterprises should not ignore the remaining 20% performance indicators, so as not to excessively focus on the 80% main indicators, while ignoring the basic indicators that may have an indirect impact on the 80% earnings of the enterprise. The neglect of these basic indicators may hinder the realization of the overall strategic goals [59]. However, it is worth noting that the current KPI method is more suitable for evaluating key and special positions in enterprises, and may not be fully applicable for basic positions. Therefore, in the implementation of KPI assessment, the characteristics of different positions must be fully considered, in order to construct a comprehensive and scientific performance evaluation system.

Main Issues in Human Resource Management. In today's rapidly developing business environment, human resource management (HRM) has become increasingly important. However, in practice, HRM faces a series of challenges and problems.

Talent recruitment and selection difficulties: With the intensification of market competition, attracting and selecting outstanding talents has become a key to the continuous development of enterprises. However, how to accurately identify talents that meet corporate culture and job requirements among numerous applicants is a major challenge faced by the HR department.

Employee training and development: The professional growth and skill enhancement of employees are crucial for the long-term development of enterprises. However, how to develop effective training plans to ensure that employee capabilities match corporate needs while not affecting normal business operations is an important issue that human resource management needs to address.

Employee motivation and retention: In today's increasingly frequent talent mobility, how to develop a reasonable compensation system and incentive mechanism to retain core employees and stimulate their work enthusiasm is a core issue in human

resource management.

Performance management and evaluation: Establishing a fair and transparent performance evaluation system can not only truly reflect employee work performance but also provide an effective feedback mechanism to promote employee self-improvement. However, how to develop scientific assessment standards and ensure their fair implementation is a major challenge in practice.

Figure 1.3 shows a list of key principles of human resource management.

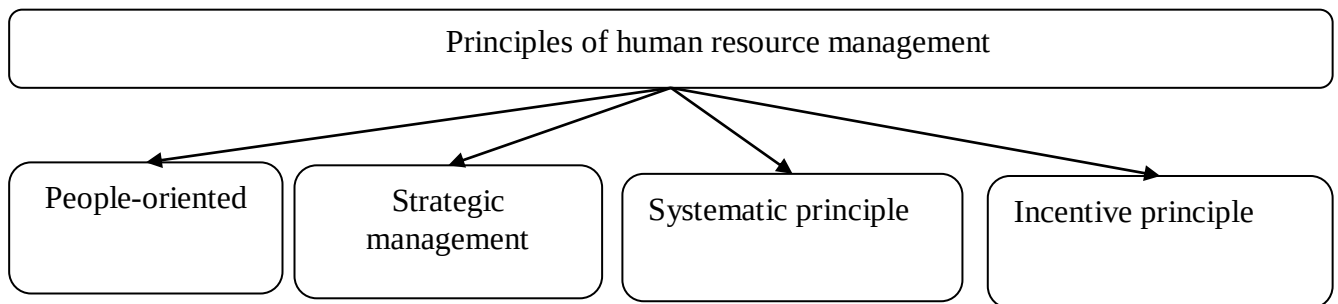


Figure 1.3 - Principles of human resource management

**Source: compiled by the author.*

People-oriented: The core concept of human resource management is people-oriented, that is, to regard employees as the most important asset of the enterprise, and to maximize the potential and creativity of employees through a series of management measures.

Strategic management: Human resource management should be combined with the strategic goals of the enterprise, and through reasonable human resource allocation and development, provide support for the long-term development of the enterprise.

Systematic principle: Human resource management involves multiple links such as recruitment, training, performance, and compensation. These links are interrelated and influence each other, requiring systematic planning and management.

Incentive principle: By establishing a reasonable incentive mechanism, the enthusiasm and innovative spirit of employees are stimulated, and the overall performance of the enterprise is improved.

Methods to Improve the Efficiency of Human Resource Management.

Introducing advanced human resource management information systems (HRMIS): By adopting modern human resource management software, the efficiency and accuracy of human resource management can be greatly improved. Such systems can automatically handle daily tasks such as employee information, salary calculation, and attendance management, reducing the workload of HR personnel.

Regular training and improving the quality of HR personnel: Human resource management is a highly professional discipline. Regular professional training for HR personnel can not only enhance their professional quality but also help them better understand and implement the strategic goals of the enterprise.

Establishing effective communication mechanisms: Good communication is the foundation of human resource management. Enterprises should establish various communication channels to ensure that the HR department can timely understand employee needs and feedback, thereby adjusting management strategies.

Data-driven decision-making: Through data analysis of key indicators such as employee performance, satisfaction, and turnover rate, provide a scientific basis for human resource management, making decisions more accurate and effective.

Strengthening corporate culture construction: A healthy and positive corporate culture can enhance employees' sense of belonging and loyalty, reduce personnel turnover, and thus improve the overall efficiency of human resource management.

Facing the challenges of the modern business environment, enterprises must continuously optimize human resource management strategies, improve management efficiency, to ensure a leading position in the fierce market competition. By adopting advanced technological means, improving the professional quality of HR personnel, establishing effective communication mechanisms, using data-driven decision-making, and strengthening corporate culture construction, the efficiency and quality of human resource management can be comprehensively improved, laying a solid foundation for the sustainable development of the enterprise.

CHAPTER 2

ANALYSIS OF THE CURRENT SITUATION AND EXISTING PROBLEMS OF THE MAIN SYSTEM OF STAFF MOTIVATION

2.1 The main financial and economic indicators of the enterprise

Zhejiang Jiaotong Group Co., Ltd., is a large enterprise engaged in civil engineering infrastructure industry. The group has wholly-owned subsidiaries, holding companies, equity companies and many other subordinate units, business throughout the home and abroad. The total number of employees in the group is more than 2000, among which is bachelor degree or above. In the business field, Zhejiang Jiaogong Group has developed into a comprehensive contractor with integrated design, construction, maintenance, and investment and financing capabilities, possessing multiple professional qualifications. Moreover, the group has won provincial and ministerial level awards such as the "Jian Tianyou Prize" for many of its projects, reflecting its outstanding engineering quality and technical strength. In terms of personnel, the group chairman is Wu Wei, an experienced leader. Under his leadership, the team adheres to the concept of "integrity and innovation," contributing to the group's steady development.

The company is composed of grass-roots organizations and several subordinate project management departments. Dedicated to strengthening grassroots construction and enhancing work efficiency and quality. In response to the call of the group company and to meet the needs of smooth work communication and corporate development, the company is striving to shape grassroots organizations that are characterized by learning, innovation, competition, and service. Guided by the principles of youthfulness, knowledge, and professionalism, the goal is to establish a grassroots team that is smart, capable, and highly efficient in execution. In early 2022, the company has carried on the reform of the basic structure, the new 14 departments.

By the end of 2023, the company has a total of 2,158 establishment workers and

contract workers. However, the largest part of the main body of the company is the grass-roots employees, who have a total of 1,538 people, accounting for 71.27% of the total staff. The focus of this paper is these junior staff, who will be detailed in detail.

Among the basic employees of the company, the average age of basic employees is 39. Specifically, there are 92 employees under 25, or 5.98%; 628 employees between 26 and 35, accounting for 40.83%; 569 employees between 36 and 45, accounting for 36.99%; 249 employees over 46, accounting for 16.19% (table 2.1).

Table 2.1 - Age composition of the basic employees of the company

Group	Siding-to-siding block	Number of people (people)	Proportion (%)
Age	25 years and under	92	5.98
	26-35 years old	628	40.84
	36-45 years old	569	36.99
	Over 46 years old	249	16.19

**Source: author's research.*

It can be seen that employees between 26 and 45 are the main body of grass-roots employees, accounting for 77.83% of the total number of grass-roots employees.

At present, the educational structure of the company's grassroots employees is mainly composed of undergraduate and junior college. In detail, there are 82 employees with master degree or above, accounting for 5.33% of the total, and 1299 employees, accounting for 84.46%. It is worth noting that in the past two years, the company's educational requirements have been raised to a number of undergraduate graduates. In addition, there are still 157 employees with a high school education or below, accounting for 10.21% of the total number of grassroots employees (table 2.2), who are generally over 46 years old.

Table 2.2 - Educational composition of basic employees of the company

Group	Siding-to-siding block	Number of people (people)	Proportion (%)
Record of formal schooling	High school and below	157	10.21
	Junior college education	553	35.96
	Undergraduate course	746	48.5
	Master's degree or above	82	5.33

**Source: author's research.*

The seniority distribution of grassroots employees of the company is shown in table 2.3, grassroots employees with 0-5 years account for 14.24%; employees with 5-10 years account for 21.46%; employees with 10-15 years have 20.29%; employees with 15-20 years have 16.78%; and senior employees with 20 years account for 27.24%.

Table 2.3 - The seniority composition of the grassroots employees of the company

Group	Siding-to-siding block	Number of people (people)	Proportion (%)
Length of service	0-5 Years	219	14.24
	5-10 Years	330	21.46
	10-15Years	312	20.29
	15- 20 years	258	16.78
	More than 20 years	419	27.23

**Source: author's research.*

After in-depth analysis of the company's grassroots labor groups, it is found that its personnel composition has significant diversified characteristics. This group is concentrated in two age groups: the young rookies aged 20-30, who account for about 75.86%, and the leading ones aged 31-40, who are experienced and stable pillars of the company. From the perspective of work experience, senior employees occupy an important position, with more than one third of them have served the company for more than 15 years, while only 9.12% of new employees have worked for less than three years. In terms of educational background, talents with higher education occupy the majority, with employees with bachelor degree or above accounting for more than 60%. Of particular concern is the 30-40s, who are outstanding in experience and knowledge, but are also under dual pressure from family and career, and various trivia in life may have a potential impact on their productivity.

Conduct financial analysis based on the company's financial statistical data from 2021 to 2023.

The financial indicators of the studied enterprise are presented in table 2.4.

Table 2.4 - The financial statistics of Zhejiang Jiaotong Group Co., Ltd. for 2021-2023

Items	2021	2022	2023
Total assets	534.3	589.7	693.6
Current Assets	460.2	465.8	460.5
Total Stockholders' Equity	104.7	139.3	150.3
Operating Income	460.2	465.8	460.5
Total Profit	14.35	21.24	18.27
Comprehensive Income	10.22	17.16	14.61

**Source: from the Internet and collated by the author.*

Unit: 100 million Us dollar.

Analysis of Total Assets and Current Assets. The company's total assets increased from 53.43 billion in 2021 to 69.36 billion in 2023, with a growth rate of about 30%. This indicates that the company has undergone significant expansion over the past three years. The growth of total assets may stem from various aspects, such as the acquisition of new equipment, investment in real estate, increase in intangible assets, or accumulation of inventory, among others. Such growth is typically seen as a sign that the company is actively developing and has the capacity to make more investments and engage in operational activities.

Current assets constitute a relatively large portion of total assets, indicating that the company has good liquidity. However, from 2022 to 2023, there was a slight decrease in current assets, which may be related to the company's adjustment of its asset structure to expand its scale or make other long-term investments. Despite this, the absolute amount of current assets remains substantial, providing the company with sufficient operational flexibility and short-term debt-paying capacity.

Analysis of Total Shareholders' Equity. Total shareholders' equity increased from 10.47 billion in 2021 to 15.03 billion in 2023, with a growth rate of over 40%. This significant increase reflects the increase in the company's net assets, which may be due to the accumulation of profits, the issuance of new shares, or other forms of equity financing. The growth of shareholders' equity is an important indicator of the company's financial health, as it shows the enhancement of the company's value and its ability to pay off external liabilities.

Analysis of Operating Revenue. Operating revenue remained relatively stable

over the three years, indicating that the company's main business has continuity and stability. However, considering the significant growth in total assets and shareholders' equity, the stability of operating revenue may also suggest that the company has further room for market expansion or product diversification. To fully utilize its enhanced financial foundation, the company may need to consider how to more effectively convert its resources into revenue growth.

Analysis of Total Profits and Total Comprehensive Income. Total profits peaked in 2022 and then declined in 2023. This may be due to rising costs, intensified market competition, or other external factors that led to a decrease in profitability. Nevertheless, compared to 2021, the total profits in 2023 still showed growth, indicating that the company has achieved some success in controlling costs and improving efficiency.

Total comprehensive income takes into account the after-tax effects of all non-owner transactions and events, including unrealized and realized gains and expenses. From the data, it can be seen that the trend of total comprehensive income is similar to that of total profits, indicating that the company's overall profitability has fluctuated over the past few years but has maintained a growth trend overall.

The company has experienced significant financial growth over the past three years, particularly in terms of total assets and shareholders' equity. However, the stability of operating revenue and profits suggests that the company still has potential to further expand its market and enhance its profitability. To achieve more sustainable and comprehensive growth, the company may need to consider the following strategies: strengthen market research and product development to expand new sources of revenue; optimize cost structures and operational efficiency to increase profit margins; consider diversified financing strategies to reduce financial risk and enhance financial flexibility; and strengthen communication and cooperation with key stakeholders to jointly promote the company's long-term development.

Zhejiang Communications Construction Group Co., Ltd. is an enterprise with significant influence in the field of transportation engineering construction.

Main Business Areas

The main business areas of Zhejiang Communications Construction Group Co.,

Ltd. are focused on transportation engineering construction and related services. This includes, but is not limited to, the construction, design, and technical services for various types of transportation projects such as roads, bridges, tunnels, ports, waterways, ship locks, airports, municipal works, railways, and underground utility tunnels. Additionally, the company is involved in construction engineering, the sale of building materials, and related technical services.

Specific Business Scope

Construction Engineering and Design: Zhejiang Communications not only undertakes the construction of various transportation projects but also possesses strong design capabilities, able to provide comprehensive services from planning to implementation for clients.

Road Management and Maintenance: In addition to new construction projects, the company also offers road management and maintenance services to ensure the continuous safety and effective operation of transportation facilities.

Sale and Production of Building Materials: The company not only sells building materials but also engages in the production of specific building materials such as prestressed concrete railway bridge simple beam products, demonstrating its diversified business strategy within the industry chain.

Landscape Greening Projects: As urbanization accelerates, landscape greening projects have become an indispensable part of urban construction, and Zhejiang Communications also provides professional services in this area.

Foreign Contracted Projects and International Trade: The company not only has a wide-ranging business layout in the domestic market but also actively participates in international competition, undertaking foreign contracted projects, and engaging in technology import and export, goods import and export, and other fields.

Other Related Services: Including but not limited to engineering management services, sewage treatment and recycling, water pollution control, ecological restoration and protection services, and information system operation and maintenance services, reflecting the company's layout and development in environmental protection and information technology.

Business Characteristics and Advantages

Zhejiang Communications Construction Group Co., Ltd. has profound professional accumulation and technical strength in the field of transportation engineering construction. The company holds multiple professional contracting first-level qualifications, such as general contracting for highway engineering construction, subgrade, pavement, bridges, tunnels, and other professional contracting, which are strong evidence of the company's professional capabilities. In addition, the company has won numerous awards in the industry, and its project quality and service levels have been widely recognized.

The business areas of Zhejiang Communications Construction Group Co., Ltd. are extensive and in-depth, covering not only all aspects of transportation engineering construction but also performing well in related fields such as the sale of building materials, landscape greening, and environmental services. The company's professional capabilities and diversified business strategy enable it to stand out in the fierce market competition, becoming a leader in the industry.

2.2 Analysis of the incentive system for employees of the studied company

The salary structure of the company's grassroots employees consists of four main parts: basic salary, performance bonus, subsidy and bonus.

The determination of performance bonus takes into account the profitability of the enterprise, the performance of the department and the performance of the individual. It is calculated as multiplying the monthly base salary of the base staff by the monthly weight. The performance bonus coefficient for base employees is 10%. For example, if the monthly basic salary of Li in the company's office department is 3,000 yuan, then according to this calculation method, his annual performance bonus is theoretically 3,600 yuan ($3,000 \text{ yuan} * 10\% * 12 \text{ months}$). However, the actual performance bonus will be adjusted for the specific performance of the company, the department and the individual employees. The specific coefficients of the adjustments are detailed in table 2.5.

Table 2.5 - The specific coefficients of the adjustments

Performance level	A	B	C	D	E
Performance coefficient	1.2	1	0.9	0.6	0

**Source: author's research.*

Based on the data listed in table 2.5, the company's overall performance in 2023 was rated A, and its office also received an excellent A rating. At the same time, the employee Wang Mou's personal performance appraisal has also achieved the highest level of results. Therefore, according to the company's performance reward system, Wang's actual annual performance bonus is 1.2 times of the basic amount of 3600 yuan, and this multiple is multiplied three times, that is, it is calculated as 3600 yuan multiplied by 1.2 of the third party (1.2^3), and the final total is 6220.8 yuan.

In terms of allowances, the basic salary of grassroots employees will be adjusted to a certain range every year, with the adjustment range being between 50 yuan and 200 yuan.

In addition, the company's comprehensive welfare system also covers the five social insurance and one housing fund stipulated by law, as well as a number of holiday benefits, such as giving physical gifts or gift cards on traditional festivals such as Dragon Boat Festival, Mid-Autumn Festival, Women's Day and Spring Festival. In addition, the company provides additional subsidies such as hot work subsidies, remote areas work subsidies and winter heating subsidies. Together, these benefits and subsidies constitute an important part of employees' overall income.

In the company's performance appraisal system, the assessment work is mainly carried out by the leaders directly under the superior. Specifically, the chairman will evaluate the general manager and deputy general managers, while the general manager and deputy general managers are responsible for conducting the assessment of the department managers and supervisors. Next, the department managers and supervisors will evaluate the performance of the junior staff in their respective departments. The assessment frequency is once quarterly, and the assessment in the fourth quarter will serve as the basis for the annual comprehensive assessment. In the reporting process, the superior leader will make immediate scores according to the employee's reporting

performance, and these scores will directly affect the final assessment rating. The rating has five levels, with A representing outstanding performance, B indicating competence, C being qualified, D requiring improvement, and E indicating poor performance. The specific quota allocation at all levels is shown in table 2.6.

Table 2.6 - Distribution proportion of company performance grade

Performance level	A	B	C	D	E
Allocation proportion	10%	20%	40%	10%	10%

**Source: author's research.*

In the company, there are two paths for the career development of grassroots employees: administrative ways and professional skills ways. Administrative promotion strictly follows the principles of "compulsory examination in selection, competitive posts and democratic supervision", and clearly stipulates the educational background, length of service, technical qualification level and experience of predecessors.

There are two main ways for the professional skills promotion of grassroots employees: internal evaluation and professional qualification examination. Internal evaluation is that the employee obtains the professional title corresponding to the professional position through participating in the company's internal professional title evaluation. On the other hand, the professional qualification examination means that an employee can obtain the corresponding professional title promotion after passing the examination of the national organization and obtaining the certificate. This assessment is often seen as a way to obtain intermediate titles, but there are some specific qualifications that are equivalent to junior titles. The specific implementation standards shall follow the system of the superior company.

However, the current administrative promotion standards are slightly vague in the specific operation, only generally mentioned the need to complete the work tasks and obey the instructions of the superiors, and the lack of clear and specific operational standards. As a result, employees generally believe that promotion mainly depends on the relationship with the leader rather than the actual work performance, which makes some hard-working grassroots employees encounter difficulties in promotion.

In order to promote the growth and development of grass-roots employees, the company has implemented a series of carefully designed cultivation strategies. First of all, encourage employees to actively participate in the self-improvement of relevant professional skills while completing their daily work tasks. This will not only help the increase of personal skills, but also inject new vitality into the long-term development of the company. In addition, it attaches great importance to the further cultivation and incentive of excellent employees. Every year, outstanding or skilled talents will be selected from the grass-roots staff to provide them with valuable opportunities to go out for further study. This initiative not only helps employees to leap in personal ability, but also brings more advanced knowledge and technology to the company.

In view of the important role of corporate culture construction in promoting the development of the enterprise, the company is currently focusing on strengthening the work in this field, and continuing to increase the investment. In the process of corporate culture construction, the company has carefully cultivated the core values that are both unique and compatible with the company's strategy. At the same time, the company has also formulated long-term strategic planning and development goals, and defined the basic values. In addition, the company is also committed to improving the leading role of corporate culture, actively promoting the construction of a harmonious corporate environment, and guiding the employees of state-owned enterprises to establish a correct world outlook, outlook on life and values.

2.3 Investigation on the implementation of the grassroots staff incentive system

1. Survey Content Design

In the survey framework, the Minnesota evaluation tool is widely recognized by the scientific research field. In order to ensure the pertinence of the questionnaire, on the basis of the Minnesota brief questionnaire, the basic staff of Zhejiang Jiaotong Group Co., Ltd. During the interview, respondents were kept open and encouraged to freely express their opinions and opinions to ensure a comprehensive and accurate

understanding of staff needs and expectations.

Open interviews were conducted, a total of 50 grassroots employees were selected, and effective interviews of 48 employees were successfully completed. After sorting out and summarizing the interview results, 46 valid interview questionnaires were obtained. Based on the results of the open interview, the content of the questionnaire was designed and 22 survey topics were finally identified.

After careful design, 22 survey questions were determined, and 20 people were randomly selected from the basic employees of Zhejiang Jiaotong Group Co., Ltd. to test the validity of the preliminary questionnaire. Based on the feedback results, the questionnaire was optimized, and one duplicate or similar question was removed, and the 21 representative and valid questions were finally refined to form the final version of the questionnaire.

The questionnaire mainly includes two parts: the first part is the basic information of the interviewees, with five questions concerning gender, age, educational background, position, rank or title; the second part focuses on the actual operation of the incentive system, and contains 16 detailed questions, please refer to the appendix.

In the scoring mechanism, the Likert five scale was used. For positive questions, 1 to 5 represent the rating from "very dissatisfied" to "very satisfied"; for negative questions, the score increases from 1 "very satisfied" to "5 very dissatisfied". By collecting and analyzing the feedback of the 21 questions, the implementation effect of the incentive system can be fully evaluated.

This study used the Cronbach's α coefficient to measure the reliability and validity of the questionnaire. Specific data analysis shows that the α coefficients of salary and welfare, career development, job nature, company management policy, leadership, education and training, working environment and corporate culture were 0.816, 0.815, 0.768, 0.769, 0.712, 0.767, 0.763 and 0.782, respectively. These values all exceed the acceptable reliability and stability standards, indicating that the constructed survey form can effectively explore the implementation of the basic employee incentive system of Zhejiang Jiaotong Group Co., Ltd. Based on this validation results, the questionnaire was finally determined and prepared for a larger scale.

2. Selection of survey subjects

In the process of in-depth study on the implementation of the grass-roots staff incentive system of Zhejiang Jiaotong Group Co., LTD., questionnaires containing 20 questions were carefully designed, and 240 questionnaires were successfully distributed, and 238 were recovered, with the recovery rate of 99.16%. After a careful data collection and screening process, 232 representative and valid questionnaires were obtained, which fully met the statistical requirements of the sample and increased the effective recovery rate to 96.66%. Next, the background information of the grassroots employees involved in the survey will be analyzed in detail.

1. Sex ratio: Among the grassroots employees surveyed, women accounted for 43.48%, while men accounted for 56.52%. This proportion is relatively balanced, which is very much in line with the sample needs of this questionnaire survey.

2. Age proportion: Those between 20 and the age of 39 accounted for the most, accounting for about two-thirds of the respondents, while those over 40 were only one-third. This data reflects that the age structure of the employees of Zhejiang Jiaotong Industry Group Co., Ltd. tends to be younger. The younger staff is usually more dynamic and innovative, which is beneficial to the development and progress of Zhejiang Jiaogong Group Co., Ltd.

3. The proportion of education background: According to the academic data of the respondents, 21.01% had graduate degree and 62.12% had bachelor degree, totaling 192 people. However, only 38 employees had a college degree, and there was no high school degree or below among the respondents. This data shows that the grassroots employees of Zhejiang Jiaotong Group Co., Ltd. generally have a higher level of education.

4. Rank status: At present, the professional title evaluation is mainly divided into four categories: no title, primary title, intermediate title and senior title. In the survey, all the grass-roots employees have at least a junior professional title. Specifically, senior titles accounted for 32%, intermediate titles accounted for 55%, while junior titles only account for 13%. This data shows that the grass-roots employees of Zhejiang Jiaotong

Group Co., Ltd. generally have intermediate or senior professional title support.

3. Overall Incentive System Satisfaction Survey Results

1. Survey of job satisfaction

The survey results showed that the proportion of employees choosing "no dissatisfaction" was the highest, at about 32%, indicating that most employees are satisfied with the basic guarantee of their jobs. However, the proportion of employees choosing "satisfied" was the lowest, at only 16%, indicating that employees have relatively low satisfaction with the job incentive level. At the same time, the proportion of "no dissatisfaction" and "dissatisfaction" is roughly the same, both about 26%, which further demonstrates the complexity and diversity of grassroots employees in terms of job satisfaction. This data reflects that the overall satisfaction of the grass-roots employees of Zhejiang Jiaotong Group Co., Ltd. is not ideal, especially there is a large room for improvement. Therefore, the company needs to further optimize the incentive system to improve the job satisfaction and enthusiasm of employees.

2. Satisfaction category survey

The company carried out a survey of satisfaction projects, which adopted a multiple evaluation mode, comprehensively covering all the established factors in the employee incentive strategy, including both the health care factors and the incentive factors. Among them, bonuses had the highest satisfaction, reaching 52.17%, a factor classified as a health care factor and essential for maintaining basic job satisfaction. It was followed by job satisfaction, accounting for 46.09%, which also belongs to the health care level, reflecting the recognition of the current position by employees. In terms of interpersonal relationship and recognition of superior colleagues, 40% and 34.78% of employees expressed satisfaction respectively. Interpersonal relationship is mainly a health factor, which helps to create a harmonious working atmosphere; the recognition of superior colleagues is more motivating to stimulate the enthusiasm of employees.

Job autonomy and salary were tied for third and fourth with 30.45% and 30.43% satisfaction, respectively, indicating that employees also have high recognition in these two aspects. However, the scores of job satisfaction and career development plan were

relatively low, with only 29.57% and 17.39%, respectively, reflecting that the company still needs to be strengthened in the improvement of incentive factors. In general, Zhejiang Jiaotong Industry Group Co., Ltd. has performed well in the health care measures of the grass-roots staff incentive system, but the optimization space of the incentive system is still obvious. Therefore, the company should focus on enhancing the incentive factors, and continuously improving the health factors, to build a more comprehensive and effective employee incentive system.

3. Employee demand analysis

At work, the rating usually evaluates needs, requiring participants to prioritize the six basic needs and rate each option in order of high to low, with a maximum of 6 and a minimum of 1. After sorting out the survey data, the scores are found as follows:

High income: 1,272 points, ranked the first. Promotion opportunity: 1,030 points. Job achievement: 812 points. Job stability: 729 points. Relationships: 525 points. Training opportunities: 462 points.

By analyzing these data, it can be seen that in the context of intensified competition in the global construction market, the expectations of grassroots employees for salary and benefits, especially high income, have been significantly increased. The scores for promotion opportunities and job achievement, though not impressive, reflect that the company has room to improve to motivate employees. At the same time, the high score for job stability shows the employees' strong desire for a stable professional environment. It is worth noting that the low scores in interpersonal relationships and training opportunities does not necessarily mean that the company is not doing well in both aspects, but may be that the corporate culture does not regard these as the core elements, resulting in the needs of grassroots employees in these aspects.

4. The overall feeling analysis of the position

When assessing employees' overall understanding of the position, pay special attention to whether they can explore innovation potential and face challenges in their current position. This was a multi-choice survey, and the results showed that the "average" option was selected by the most people, accounting for 44.10 percent. The second was the option of "like and can be competent", accounting for 35.9%. The

findings clearly demonstrate the positive assessment of the work environment, but also reveal their unmet needs for innovative and challenging positions. This suggests that although the majority of the grassroots staff have achieved a considerable degree of matching with their positions, they still consider the work challenge to be further enhanced.

5. Recognition analysis

In the assessment of job identity, four options are given for employees to choose from: completely rejected, ordinary, more satisfied and highly appreciated. According to the results, the "ordinary" option was selected by the most employees, accounting for 45%, followed by the "more satisfied" option, accounting for 36%. Together, they accounted for 81%. On the whole, the company has achieved remarkable results in satisfying the sense of identity of grassroots employees, and has successfully taken into account the feelings of most employees.

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4. Satisfaction survey results of health care factors.

In the salary system of Zhejiang Jiaotong Group Co., Ltd., the salary structure of basic employees is unique. Among them, rank pay (including base pay and performance pay, which are all closely related to rank) accounted for the largest proportion, reaching 60.2%. At the same time, the impact of national policies on compensation also occupies an important position, accounting for 20.6%. This means that in companies, promotion to higher vocational levels or national policy adjustments will significantly increase the basic salary of employees. In contrast, the two factors of education and seniority accounted for only 19.2% of the total salary, indicating that in Zhejiang Jiaotong Group Co., Ltd., the salary increase does not mainly depend on the employee's educational background or length of work. The impact of these two factors in the compensation system is relatively stable and limited. Detailed data are detailed in table 2.7.

Table 2.7 - Basis of the company's compensation payment

Compensation basis	Record of formal schooling	Length of service	Class of position	National policy
Proportion	8%	11.2%	60.2%	20.6%

**Source: Author's research.*

In the questionnaire design, a progressive questioning strategy was adopted to explore salary satisfaction, which included the specific attitudes of employees and the reasons behind them. The results show that employees' attitudes are clearly divided into two poles: one part mainly expresses dissatisfaction with salary, and the other part expresses satisfaction with salary. Interestingly, the data showed that 55.7% of employees were satisfied with their salary, while 44.3% had a negative view of the company's compensation system. Although this result shows that the company's salary and salary structure are considered fair on the whole, it also exposes the shortcomings of the company's company in the industry salary competition. About half of the employees feel somewhat frustrated, indicating that the compensation system has not fully met their expectations.

As an important means to motivate employees of Zhejiang Jiaotong Industry Group Co., Ltd., performance evaluation plays a pivotal role in the daily operation of the company. It is not only directly related to the basic salary and treatment of

employees, but also has a profound impact on their career growth trajectory. Zhejiang Jiaotong Group Co., Ltd. has established a set of comprehensive and detailed performance assessment mechanism for grass-roots employees, which includes multiple assessment dimensions such as task completion, work attitude, work efficiency and work strategy formulation. Although the proportion of these dimensions in the evaluation is different, but from the overall design, this assessment system fully reflects the company's balanced attention to all aspects of the elements.

In the analysis of the demand for incentive measures by the grass-roots employees of Zhejiang Jiaotong Group Co., Ltd., material rewards are the most favored, accounting for as much as 41%, becoming the dominant demand. In contrast, training as the incentive method is the lowest demand, with only 9%. In terms of spiritual motivation and promotion opportunities, employee needs are relatively balanced, accounting for about 25% each. This analysis provides an important reference for companies to develop a more targeted incentive mechanism.

5. Incentive ator satisfaction survey results

1. Working environment analysis

According to a survey of the office environment of Zhejiang Jiaotong Industry Group Co., Ltd., 60% of the employees think that the office environment is at a medium level, which is higher than the average standard. In addition, 25 percent of employees gave a positive assessment, saying the grassroots work environment was relatively comfortable. But it's worth noting that 15 percent of employees are still dissatisfied with the work environment, indicating that the company still has room to improve the quality of the work environment.

2. Analysis of the factors for obtaining promotion

According to the study, in the promotion system evaluation of Zhejiang Jiao Engineering Group Co., about 30 percent of basic employees believe that interaction with their superiors is crucial to promotion, while 25 percent believe that social networking between colleagues is a key factor in determining promotion. It is worth noting that work efficiency only accounts for 25%, which may indicate that there is an unhealthy cultural tendency within Company, that is, effective grassroots promotion

channels have not received enough attention and established. In addition, personal character ranked last in promotion considerations, reflecting that the company's efforts may not be strong enough in moral education.

3. Training needs analysis

In the in-depth discussion on the education and training needs of the front-line employees of Zhejiang Jiaogong Group Co., Ltd., an unstructured questionnaire was used. The results showed that about 40% of employees were more likely to choose training programs that are closely related to personal interests, significantly. Another 40 percent of employees showed the same preference for courses related to degree improvement and job skills enhancement. In contrast, employees pay less attention to pure theoretical knowledge training, accounting for only 10%. These data fully reflect the strong demands of the company's employees for training, and they have a clear orientation towards this.

The current situation of educational investment of grassroots employees shows that the proportion of grassroots employees participating in professional development courses is quite uneven. Specifically, 70% of the front-line employees only have the opportunity to participate in the training once a year, but this proportion is significantly reduced in only 8.3% of the active participants, mainly in the middle and senior management with more training options. This data reveals that there is still room for improvement in the continuous education policy of grassroots employees, and emphasizes the urgency of strengthening the training investment.

2.4 Problems existing in the grassroots staff incentive system

1. Problem diagnosis based on health-care factors

The company's initiatives are not yet fully aligned with Maslow's hierarchy of needs. At present, the company has the following problems in the incentive system for the grass-roots employees:

(1) Unreasonable salary system

Many employees report that their performance and the quality of their tasks do not

directly affect their salaries, with most people moving closer to the company average. What's more, wages are rising far from keeping pace with rising prices, further fueling employee discontent. Especially in terms of salary satisfaction, except for the business department, the grass-roots employees in other departments are generally dissatisfied with the current salary system. They expect pay to be more closely tied to workload and performance, and to keep pace with the pace of rising prices, or even faster.

(2) The performance appraisal system cannot reflect the real situation

The current performance appraisal of Zhejiang Jiaogong Group Co., Ltd. mainly depends on the score of its direct superior. There is an obvious problem with this approach: if employees are not comfortable with their superiors, then even if they have excellent ability and quality, they may be less evaluated in the assessment. On the contrary, employees who do not have a positive work attitude are likely to get high marks as long as they have a good relationship with their leaders. This evaluation method obviously can not truly reflect the actual working conditions of the grass-roots employees, and may seriously hit the enthusiasm of those hard-working employees. To make matters worse, this situation may create an unreal atmosphere throughout the company and pose a threat to the long-term health of the company.

2. Problem diagnosis based on the incentive factors

Through the questionnaire survey and analysis of the grassroots staff incentive system of Zhejiang Jiaotong Group Co., Ltd., the results show that the current incentive measures are obviously insufficient in improving the work motivation of employees, especially in promotion opportunities, career development planning and education and training.

(1) Limited promotion path and the scarcity of senior professional titles

Due to the limited vacancy of management and senior professional titles, this makes the promotion channels of grassroots staff become relatively narrow, thus affecting their work enthusiasm. Internal promotions tend to focus more on seniority than competence, which can help stabilize older employees, but also undermine the fairness and transparency of the promotion system. This situation can lead new employees to lose enthusiasm for their jobs and even lead to a brain drain. In addition,

most employees believe that the company needs to improve its promotion and training policies, especially the lack of a clear career development plan for grassroots employees, making them confused about their future career direction.

(2) The training content is boring and less frequent

The company is obviously insufficient in the training investment of the grass-roots staff, especially in the vocational skills training. At present, the company has not yet established a systematic training system, which makes it difficult for new employees to quickly master the necessary work skills, and thus affects their work enthusiasm. Although the company has set up some training courses, these courses often lack substantive content in practice, and the training methods are also out of touch with the actual work, making employees feel that the training lacks practical value. In addition, the company has yet to provide customized training content according to different positions and employee competency levels.

(3) The corporate cultural identity is not strong

The identity of grassroots employees to the corporate culture is generally low, which reflects the company's obvious deficiencies in the publicity and implementation of corporate culture. At present, the communication channel between the company's leadership and employees is not smooth, and there is also a lack of effective information exchange platform between employees. At the same time, the company lacks team-building activities to enhance the collective cohesion and sense of belonging of the employees, and these factors together lead to the decline of the overall unity of the enterprise.

Analysis of the causes of the problems in the basic staff incentive system

1. Health care factors are difficult to exert the effectiveness of incentives

(1) Unreasonable salary system. The grassroots employees of Zhejiang Jiaotong Group Co., Ltd. expressed low satisfaction with the current salary system. There are two main reasons: First, since 2013, the salary level of the company's grassroots employees is significantly lower than the national average level of the same industry, which is mainly due to the unreasonable design of the salary structure. Second, the salary structure urgently needs to be adjusted. Due to the company's main production and

construction, overtime has become the norm, but the company fails to provide corresponding overtime compensation for grass-roots employees. In addition, after the improvement of employees' education, professional title and ability, the salary increase is very small, with only 300-500 yuan per month, which is not commensurate with their efforts and further reduces the satisfaction of employees with the salary system.

(2) The urgent need to improve the working environment. On the one hand, the company's internal facilities are updated slowly, such as computers, printers and network equipment frequent failure, some equipment has even been overused, which seriously affects the work efficiency of grass-roots employees, and caused the dissatisfaction of employees. On the other hand, the company's space layout and distribution of the company are not balanced, the working environment of some departments is dark and humid or there are water leakage problems, and some facilities such as equipment room, reference room and printing room occupy a superior position, which makes some employees feel unfair treatment, and have resistance.

(3) The performance appraisal system is not scientific and reasonable

First of all, the company adheres to the over average distribution concept, and its reward and performance distribution strategies are more inclined to maintain internal harmony, resulting in similar income of all employees, which cannot accurately reflect the corresponding relationship between pay and return. Therefore, the performance evaluation system fails to fully play its due incentive role. Second, the company's performance evaluation method and standards are too superficial, and they only use the direct scoring method without adopting the current popular 360-degree comprehensive evaluation method. At the same time, the key performance indicators (KPI) method was not used in setting the assessment indicators. This practice makes management tend to give average scores when evaluating employees, resulting to the loss of substantial discriminatory function of performance evaluation.

2. Incentive factors are difficult to stimulate the enthusiasm of employees

(1) The recognition of the leaders to the grass-roots employees needs to be improved urgently.

At present, the company generally feel the lack of leadership recognition. This is

mainly due to several aspects: first, the leadership feedback to employee tasks often lag, fails to motivate employees, weaken the effect of positive reinforcement; second, the leadership is stingy in expressing recognition of employees, especially for new employees, this missing recognition will seriously affect their enthusiasm; finally, the personal style of some leaders, such as too serious or introverted, also hinder the transmission of identity, make employees feel that their work results are not due attention.

(2) There are obstacles in the promotion channels.

First, the standard and basis of promotion are not clear enough, and the selection process lacks openness and fairness, which causes the dissatisfaction of grass-roots employees. Second, the professional title competition is facing difficulties. Although the company tries to balance the contradiction of professional title evaluation, the number of professional title positions is limited and cannot meet all the needs. Small score gaps may lead to significant income differences between employees, causing negative emotions among employees who fail to compete, and then affecting their work enthusiasm and promotion willingness of professional titles.

(3) The training system needs to be improved.

The root cause of the problem is two main points: first, the management lacks the importance of training, often regard training as a means to deal with inspection or complete tasks, and more inclined to let employees learn in practice; second, the work arrangement is too compact, employees and management are too busy with daily affairs to pay attention to the organization and participation of the training. This imperfect training system may hinder the career planning and development of employees, affect their ideas and technical ability improvement, and ultimately damage the core competitiveness of the company.

(4) The construction of enterprise culture needs to be strengthened urgently.

With the advancement of the standardization reform of the company, the responsibilities of various departments are increasingly clear, reducing the conflicts caused by unclear responsibilities. However, this also led to reduced interdepartmental communication and interpersonal alienation. In addition, employees generally desire to

be respected and recognized, especially the care from their superiors. However, at present, the leadership obviously lacks humanistic care for employees, pays insufficient attention to the problems of employees with living difficulties, such as children's education, and fails to effectively solve the vacation needs of employees. All these reduce the satisfaction of employees with leadership care and affect the construction of corporate culture.

Realistic Factors, Existing Problems, and Specific Manifestations Affecting Human Resource Management in Zhejiang Communication Construction Group Co., Ltd.

Zhejiang Communication Construction Group Co., Ltd., as a domestically renowned infrastructure construction enterprise, has operations across the country, covering various fields such as roads, bridges, tunnels, and municipal projects. With the continuous expansion of the company's business and the evolving market environment, the importance of human resource management in the company's operations has become increasingly prominent. However, in practical operations, the company's human resource management faces multiple realistic factors and challenges, along with some urgent issues that need to be addressed.

Realistic Factors:

Rapid Changes in the Industry Environment:

In recent years, competition in the infrastructure construction industry has been intensifying. As the country continuously increases investment in infrastructure, more and more enterprises are flooding into this industry, leading to increasingly fierce market competition. To stand out from the competition, Zhejiang Communication Construction Group needs to continuously introduce and cultivate high-quality talent, which requires the company's human resource management department to respond quickly to market changes and adjust talent strategies in a timely manner.

Advancement of Technology:

The rapid development of technology has had a profound impact on the construction industry. The application of technologies such as digitization and intelligence has led to the transformation and upgrading of the traditional construction industry. To keep up with this trend, Zhejiang Communication Construction Group

needs to continuously strengthen employees' skill training and enhance their professional literacy to adapt to the industry's technological changes. This requires the human resource management department to pay close attention to industry technology trends and provide timely and effective training opportunities for employees.

Regulatory Constraints:

With the continuous improvement of labor regulations, corporate human resource management needs to be more standardized. Zhejiang Communication Construction Group must strictly comply with relevant laws and regulations, protect the legitimate rights and interests of employees, and avoid legal risks caused by violations. This requires the human resource management department to have a high level of legal literacy to ensure that the company's human resource management work is compliant and legal.

Diversification of Employee Needs:

With the development of the times, employee needs have also shown a diversified trend. The new generation of employees pays more attention to satisfaction in terms of work environment, salary and benefits, and career development. To meet employee needs, enhance their job satisfaction and loyalty, Zhejiang Communication Construction Group needs to continuously optimize its salary and benefit system, improve career development channels, and create a good working atmosphere.

Existing Problems and Specific Manifestations:

Issues with Talent Recruitment and Selection Mechanisms:

During the recruitment process, Zhejiang Communication Construction Group may rely too much on traditional recruitment channels and methods, such as recruitment websites and campus recruitment meetings, while ignoring emerging channels like social media and professional forums. This may cause the company to miss some excellent candidates. Simultaneously, in the selection process, the company may overly emphasize hard indicators such as education and experience, while ignoring soft qualities such as the candidate's actual work ability, teamwork spirit, and innovation ability. This may result in the selection of talents that do not fully meet the company's actual needs.

The company can expand recruitment channels, utilizing emerging channels such as social media and professional forums to attract more outstanding talents. Simultaneously, more emphasis should be placed on evaluating candidates' actual abilities and potentials during the selection process, using multiple evaluation methods (such as interviews, written tests, and practical operations) to comprehensively assess candidates' overall qualities.

Limitations of Employee Training and Development:

With the continuous advancement of industry technology and the intensification of market competition, employees need to constantly update their knowledge and skills to adapt to the new work environment and demands. However, Zhejiang Communication Construction Group may lack a comprehensive training system and development plan to support employees' continuous growth and development. The training content may be out of touch with actual work needs, or the training method may be single and boring, causing employees to lose interest. Simultaneously, the lack of a customized training plan tailored to employees' personal development needs also prevents employees from continuing to grow and progress in their work.

The company can establish a comprehensive training system and development plan, formulating personalized training plans based on employees' actual needs and career development goals. Simultaneously, various training methods and means (such as online courses, workshops, and practical projects) can be introduced to improve the fun and effectiveness of training. Additionally, employees can be encouraged to participate in industry exchange activities or external training courses to broaden their horizons and gain insights.

Insufficient Competitiveness of the Salary and Benefit System:

With the rising cost of living and intensifying market competition, employees' expectations for salary and benefits are also increasing. However, the salary and benefit system of Zhejiang Communication Construction Group may lack market competitiveness, making it difficult to attract and retain outstanding talents. If the company's salary and benefit level is low or the salary and benefit system

CHAPTER 3

A METHOD OF OPTIMIZATION DESIGN OF THE BASIC SYSTEM OF PERSONNEL MOTIVATION AIMED AT INCREASING EFFICIENCY

3.1 Optimization ideas of the incentive system and optimization of health care factors

Based on the in-depth analysis of the current situation of Zhejiang Jiaotong Industry Group Co., Ltd., the following overall strategies to optimize the basic employee incentive system are proposed.

Strengthen the all-round compensation and welfare structure. Establish a rigorous performance evaluation system, Develop flexible and practical subsidy policies. Create a smooth promotion channel. Promote in-depth career development planning. Innovative education and training mode. Cultivate a unique corporate culture.

When optimizing the staff incentive system, the following principles should be followed:

1. Goal fusion principle. When formulating incentive measures, it is necessary to start from the development goals of the enterprise, fully consider the ability improvement and career development needs of employees, and pay attention to their interests and practical difficulties, so as to more effectively stimulate the enthusiasm and motivation of employees, and realize the synchronous development of individual and organization.

2. The principle of placing equal emphasis on both material and spiritual incentives. According to the principle of gradually combining from low to high, the material incentive and spiritual incentive will be organically integrated, with the material incentive as the starting point, gradually increase the proportion of spiritual incentive, in order to obtain a more lasting incentive effect.

3. The principle of combining positive and negative incentives. Positive incentives to encourage their good behavior and set an example; negative incentives can

correct their wrong behavior by warning and punishment.

4. The principle of rationality. Incentives should be appropriate and match the importance of the goal to avoid excessive or insufficient incentives. At the same time, rewards and punishments should be based on fair and objective standards to ensure fairness and consistency for all employees.

5. The principle of clarity. Incentive indicators and evaluation criteria should be measurable and observable to ensure that employees can intuitively understand their performance and progress. At the same time, the design and operation of the incentive system should be open and transparent, so as to enhance the trust and sense of belonging of employees.

6. The principle of timeliness. It is very important to seize the opportunity of motivation. Timely motivation to employees can make them feel valued and cared for, so as to quickly stimulate their creativity and passion. Providing incentives to employees in a highly motivated state can more effectively contribute to a positive work attitude and creativity.

Establish a salary and welfare system with parallel distribution by post and distribution according to work.

1. Implement the post salary system. The system aims to make a more detailed division of the grassroots positions of Zhejiang Jiaotong Industry Group Co., Ltd., specifically divided into three categories: operation, technology and administration. Each category of jobs will be reassessed based on their job description, job requirements and work environment, and job salaries will be set accordingly. This means that the job salary will be determined entirely based on the specific job position and content, regardless of other factors.

2. Optimize the salary structure. Zhejiang Jiaotong Group Co., Ltd. will innovate and reform the existing salary system, The reform will be divided according to the clear categories of jobs, including management, business and technology sectors, each of which will have a unique salary structure. The specific salary composition is shown in table 3.1.

Table 3.1 - Adjustment of the incentive compensation structure of basic employees

Job category	Position salary proportion	The proportion of performance pay	Skill salary ratio	Length of service salary proportion	Amount to
Managerial position	70%	10%	10%	10%	100%
Technological post	65%	10%	25%	5%	100%
Business positions	55%	25%	5%	15%	100%

**Source: author's research.*

3. To build a wide salary system. Adopt the «wide ladder» mode to create a non-vertical promotion salary system for grass-roots employees. The core of this system lies in the "salary of various positions", that is, according to the flattening of organizational structure and the professional development of individual careers, employees can obtain substantial salary growth through excellent work performance and skills improvement without traditional position promotion, thus breaking the inherent mode of promotion.

4. Calculate the post salary bandwidth. The wider compensation bandwidth helps to create reasonable compensation differences among grassroots employees. To ensure the stability of the compensation management reform, the company sets a compensation bandwidth of 80%.

In the process of calculation, the first need to determine the starting point of the salary, usually choose the midpoint of the minimum salary as the starting point. According to the actual situation of the company, the average salary of the lowest rank can be selected as the midpoint. Then, the salary level calculation formula in the broadband salary system is used to find the upper and lower limits of each salary level. At the same time, the salary of the corresponding position is calculated according to the number of grades of the salary level. The calculation formula of broadband salary is: minimum value = median $[1 - (\text{width} / (2 + \text{width}))]$; maximum value = minimum value $(1 + \text{width})$.

In the evaluation process, the corresponding scoring standards will be formulated according to the comprehensive quality and work performance of the grass-roots employees, and their post salary will be adjusted every year accordingly.

Use KPI and 360° evaluation to improve the performance appraisal system.

This paper recommends the combination of the BSC and the 360-degree evaluation method.

1. Selection of performance appraisal subjects. When the 360-degree evaluation method is used to evaluate the performance of the basic employees of Zhejiang Jiaotong Group Co., Ltd., the evaluators should ensure an anonymous evaluation. When selecting the evaluation subject, the company should be particularly careful, requiring the evaluator to be objective and fair, and to have an in-depth understanding of the evaluated employees, so as to ensure the fairness and rationality of the performance appraisal. See Table 9 for the 360-degree performance appraisal subjects of the grassroots employees of Zhejiang Jiaotong Group Co., LTD.

Table 3.2 - Performance evaluation subject of 360 for grassroots employees

Assessment relationship	Assessment subject	The proportion of assessment
Higher level	department manager	60%
Colleague	Department colleagues	15%
Colleague	Colleagues with the same unit (project manager department)	15%
Oneself	Self	10%

**Source: author's research.*

2. Performance appraisal index setting. In general, the evaluation strategy should be centered on the four main aspects of the work input, vocational skills, work performance and compliance with the rules. However, special attention should be paid to that, due to the different responsibilities of different positions, the evaluation content and standards of different grass-roots employees may need to be adjusted and optimized accordingly. At the same time, the weight of each evaluation index should also be reasonably allocated according to the actual situation.

The indicators of work attitude mainly include three secondary indicators: cooperation consciousness, interpersonal relationship and initiative. The indicators of work ability mainly include four secondary indicators: professional technology, learning ability, innovation ability and work experience. The disciplinary indicators mainly

include three secondary indicators: attendance, professional ethics and discipline. The work performance indicators mainly include three secondary indicators: work quantity, work quality and work efficiency.

Table 3.3 - Rating criteria for work attitude indicators in grassroots employee performance appraisals

Indicator	Content	Excellent	Good	General	Pass	Difference
Work attitude	Cooperative awareness	Actively help colleagues, guide colleagues	Assist in guiding colleagues within one's own scope of work.	Help guide colleagues when in a good mood.	Help and guide colleagues when they seek assistance.	Ignore colleagues' requests for help and never assist or guide them.
	Interpersonal relationships	Highly regarded by colleagues, a core figure in interpersonal relationships.	Good interpersonal relationships, harmonious coexistence among colleagues.	Relationships are average, not getting along with some colleagues.	Frequently have disagreements with colleagues	Mutual accusations, abuse, and fighting among colleagues.
	Proactivity	Work proactively and ask for additional tasks from superiors while completing one's own work.	Can complete one's own work and services according to the company's requirements.	Occasionally, there may be instances of work falling behind and not being completed.	Frequently unable to complete work and services	Laziness, negative work attitude and refusing to mend ways after repeated admonitions

**Source: author's research.*

Work ability indicators mainly include four secondary indicators: professional skills, learning ability, innovation ability, and work experience, as shown in the table below.

Table 3.4 - Scoring criteria for work ability indicators in the performance evaluation of grassroots employees

Indicator	Content	Excellent	Good	Average	Pass	Poor
Work Ability	Professional Skills	Excellent professional skills, a key member of the department or project management team	Good professional skills, slightly above the company's professional requirements	Professional skill level meets the general requirements of the job	Professional skills basically meet the requirements, but occasional professional issues occur	Professional skills are not standard, frequent professional issues occur
	Learning Ability	Actively participates in various trainings, able to learn autonomously	Participates in various trainings on time, lacks autonomous learning	Only participates in mandatory trainings	Does not participate in trainings as required	Refuses to participate in mandatory trainings or fails trainings
	Innovation Ability	Excellent work methods, clear thinking, strong innovation	Can identify and solve some work-related issues	Can only complete work using company-required methods	Occasionally unskilled in work methods and processes	Unable to grasp work methods and processes
	Work Experience	Rich work experience, high efficiency, good quality, makes leaders feel at ease	Good work experience, can complete work well	Average work experience, basically meets company requirements	Lack of work experience, but open to learning and able to complete work	Seriously lacking in work experience, lacks motivation or is unable to perform well even under guidance

**Source: author's research.*

The indicator of "discipline compliance" mainly includes three secondary indicators: attendance rate, professional ethics, and discipline, as shown in the table below.

Table 3.5 - Scoring criteria for the "discipline compliance" indicator in the performance evaluation of grassroots employees

Indicator	Content	Excellent	Good	Average	Pass	Poor
Discipline Compliance	Attendance Rate	Never late, leave early, absent, or take leave; willing to work overtime	Never late, leave early, or absent; occasionally takes leave; willing to work overtime	Never late, leave early, or absent; occasionally takes leave; refuses to work overtime	Occasionally late, leaves early, absent, or takes leave; refuses to work overtime	Frequently late, leaves early, absent, or takes leave; refuses to work overtime
	Professional Ethics	High professional ethics; can enter work mode anytime and anywhere	Handles some additional work issues during leisure time	Refuses to handle work issues outside of working hours	Occasionally dozes off or gets distracted during working hours	Gets emotional, does not work, or is inactive during working hours
	Discipline	Strictly abides by rules, regulations, and safety codes	Generally abides by rules, regulations, and safety codes	Abides by safety codes but occasionally violates rules and regulations	Abides by safety codes but frequently violates rules and regulations	Safety accidents occur or frequently violates rules and regulations

**Source: author's research.*

The "work performance" indicator mainly includes three secondary indicators: work quantity, work quality, and work efficiency, as shown in the table below.

Table 3.6 - Scoring criteria for the "work performance" indicator in the performance evaluation of grassroots employees

Indicator	Content	Excellent	Good	Average	Pass	Poor
1	2	3	4	5	6	7
Work Performance	Work Quantity	Exceeds task targets	Completes task targets as required by the company	Works as required but with general evaluation	Negative work attitude, low evaluation	Warned or complained about due to work attitude
	Work Quality	Zero mistakes, quality exceeds company requirements	Completes work according to company quality standards	Completes work with acceptable quality but lacks attention to detail	Work quality does not meet company requirements, high error rate	Very poor work quality, numerous serious mistakes

Continuation of the table 3.6

	Work Efficiency	Completes work and assigned tasks by superiors on time	Completes daily work as required but cannot promptly complete assigned tasks by superiors	Work is delayed but supplemented and completed later	Some work is not completed and not supplemented	Most daily work is not completed
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**Source: author's research.*

3. Weight and score of performance appraisal indicators. First, the most important factors such as work quantity and quality are classified as the highest weight, accounting for 15%; second, the subimportant indicators such as initiative and professional technology are classified as 8%; again, general indicator factors, such as cooperation, innovation, and attendance, as 5%; finally, management ability and professional ethics are classified as 3%. Specific weight assignments are provided in table 3.7.

Table 3.7 - Weight and scoring table of the performance evaluation indicators of grassroots employees

Metric	Content	Weight	Task performance					Score (Performance / 5 * weight * 100)
			outstanding	good	same as	pass a test	difference	
Working attitude	initiative	8%	5	4	3	2	1	
	cooperative consciousness	5%	5	4	3	2	1	
	interpersonal relation	3%	5	4	3	2	1	
	professional technology	8%	5	4	3	2	1	
Working ability	learning ability	5%	5	4	3	2	1	
	innovation ability	5%	5	4	3	2	1	
	administrative capacity	3%	5	4	3	2	1	
	hands-on background	5%	5	4	3	2	1	
Discipline compliance	attendance rate	5%	5	4	3	2	1	
	professional ethics	3%	5	4	3	2	1	
	sense of discipline	5%	5	4	3	2	1	
Work performance	number of work	15%	5	4	3	2	1	
	workmanship	15%	5	4	3	2	1	
	work efficiency	15%	5	4	3	2	1	
Total assessment score: the accumulation of each performance content								total points:

**Source: author's research.*

The final evaluation score of employees is: the total score of superior assessment * 60% + colleagues of the department * 15% + colleagues * 15% of the same unit + 10%.

4. Application of performance appraisal results

One is to clarify the proportion of performance evaluation and salary: if the employee performance score reaches or exceeds 90 points, the performance evaluation coefficient will be set at 1 to ensure that employees can get the full salary. If the employee's score is less than 90 points, the salary will be reduced according to the decrease in the score. Specifically, each 1 point decrease will be deducted by 1% of the total amount, that is, the final salary ratio $(1 - \text{underscore} * 1\%)$ and the total salary. As for the distribution of performance pay within the department, it is decided by each department according to the actual performance of employees.

The second is the calculation method of performance salary: the monthly performance salary of grass-roots employees will be allocated by the department according to the assessment results of the department. The annual performance pay will be calculated according to the average of the monthly performance score, and allocated to each basic employee by each department according to the quantitative standard.

The third is to determine the basic amount of performance pay: the annual and monthly basic amount of performance salary should be set according to the current economic income and operating conditions of Zhejiang Jiaotong Group Co., Ltd. At the same time, the company also needs to consider the development of the domestic and foreign industries and the long-term planning of Zhejiang Jiaotong Group Co., Ltd., based on which the basic amount of performance salary can be adjusted appropriately, so as to stimulate the enthusiasm of grass-roots employees to the greatest extent under the premise of abiding by the company's policies.

Improve the welfare and treatment of grassroots employees

The company should adopt the concept of dynamic compensation and establish a broad compensation and welfare framework, which should cover multiple levels of material incentives, welfare benefits, service guarantee, and security table 3.8.

Table 3.8 - Welfare system for basic employees

Total remuneration	Remuneration	Matter	Team bonus, individual bonus, long-term incentive, short-term incentive, variable income, fixed income
		Benefits and services	Free (low price) meals, staff shuttle bus, membership card, leisure Settings, five social insurance and one housing fund, vacation, sick leave, holidays, social security, and other
	Spirit	Sense of security, development space, company culture, learning and training, working environment	

**Source: author's research.*

1. Expand the coverage of basic welfare benefits. According to the regulations of the state and higher authorities, the grass-roots employees of Zhejiang Jiaotong Group Co., Ltd. can currently enjoy basic benefits such as five social insurance and one housing fund, transportation subsidies, remote areas, heating subsidies and high temperature subsidies. As the company is strictly supervised by the state and superior institutions, it can further increase holiday subsidies, such as providing a variety of subsidy options in Dragon Boat Festival, Mid-Autumn Festival and Spring Festival, so that employees can choose according to their own needs. In addition, an enterprise annuity can be set up as a new welfare program, according to the employee's position and seniority differences.

2. Implement the performance bonus system. Zhejiang Jiaotong Group Co., Ltd. may set up monthly, quarterly and annual bonuses to recognize grassroots employees who have performed well or made special contributions. For example, it provides rewards for employees who receive provincial honors and subsidies for employees who publish papers in authoritative journals such as SCI to stimulate the positive working attitude of grassroots employees.

Protect the vacation rights and interests of employees

The company can take the following reforms: first, for employees' overtime work in their daily work, the company shall provide leave-off options, if the employee is not willing to leave, should be compensated according to the standard of double salary; next, when working overtime on statutory holidays, the company should give its employees

double the time off, or when an employee chooses not to accept the leave, pay four times the wages as compensation; the company shall respect and accept employee applications for transfer leave, unless extremely urgent and important work tasks occur, otherwise, the company should not refuse the employee's leave request.

3.2 Optimization of incentive factors

Establish a three-channel grassroots staff promotion mechanism. The company can design a set of diversified grassroots staff transfer and promotion paths to remove the obstacles between departments and promote the free flow of internal talents.

1. Rank comparison. In the skill development path, the rank of the first-level skill qualification can be compared with the senior position in the professional and technical path, or is regarded as at the same level as the section-level management level in the management path. Although these positions belong to different career trajectories, they have the same status and importance from the perspective of rank. The same logic can be generalized to other similar cases of rank contrasts.

2. Salary balance. Although the first skill level, management section level and senior professional titles belong to different career development sequences, they basically maintain the same salary and welfare due to the same rank. This principle of salary balance is reflected in all the related job adjustments.

3. Job change and treatment adjustment. When employees with senior titles switch to skilled positions according to work needs, they will enjoy the same treatment as skill first level employees; instead, if they transfer to management positions, they will receive the treatment corresponding to management section level employees. The same applies to other job changes.

Pay attention to the cultivation of reserve talents. The company must strengthen the training of talents, this work should be led by the human resources department, and cooperate with other departments to participate in the common participation. Talent development should be regarded as an important performance index and incorporated into the assessment system of all levels. At the same time, the personnel policy needs to

be reformed. When selecting talents, we should no longer simply value qualifications, but should be more likely to consider the actual performance and contribution of employees in the position. Through a comprehensive reform of employment, training and evaluation mechanisms. In order to improve the company's talent training system, it is necessary to provide more development opportunities and platforms for excellent employees through system construction, so that their talents can be fully displayed. The unhealthy practices in the selection process must be severely cracked down on, and the violations must be dealt with seriously. In addition to internal training, the team can also enhance the strength of the team by introducing external talents. Internally, focus on talent exploration and promotion; externally, attract high-level professionals. This will help to build a reasonable structure, quality talent team, promote the company more efficient development.

Make overall planning for employee career development and corporate strategic goals. The company advocates a deep understanding of employees' personal needs and career aspirations, encouraging them to plan their careers, while providing comprehensive support and guidance.

1. Strengthen the sense of belonging of the grassroots staff. Zhejiang Jiaotong Industry Group Co., Ltd. is currently in the early stage of development. On the basis of the existing achievements, the company needs to further refine the strategic planning, and clarify the future development direction and corporate vision. This vision should be employee-centered and closely linked to their personal goals, thus stimulating the internal motivation and closely connecting the employees to the fate of the company. In this way, employees can not only feel a sense of belonging in their work, but also believe that "this is an enterprise working together".

2. Create a tailored career development path for grassroots employees. Zhejiang Jiaotong Group Co., Ltd. needs to deeply interpret the enterprise vision, fully consider the needs and career expectations of grass-roots employees, help them make detailed career plans, and clarify their development path and opportunities in the company. Effective career planning can help grassroots employees understand that their efforts and skill improvement will be recognized by colleagues, superiors and organizations,

thus avoiding job burnout and turnover tendency. By improving their professional skills, grassroots employees can combine their personal growth goals with their corporate vision, and realize the benign interaction between employees and the enterprise.

3. Promote the construction of the career development path of grassroots employees. According to Maslow's hierarchy of needs theory, the career planning strategy of Zhejiang Jiaotong Industry Group Co., Ltd. should be divided according to the different development stages of employees, which can be roughly divided into four key periods. In the initial new phase, the focus should be on actively integrating into the team and improving professional skills through the guidance of leaders and colleagues. After entering the second stage, employees should devote themselves to improving work efficiency and pursuing continuous progress on the basis of mastering basic skills. In the third stage, employees should focus on comprehensively improving their personal quality and work skills to meet social needs and win respect. Finally, in the fourth stage, employees should have a strategic vision to pursue the traditional promotion framework.

Establish a long-term implementation mechanism for education and training

1. Improve the training process. According to the process of determining job requirements, determining training objectives, formulating training plans, organizing training implementation and evaluating training effect, the training of personnel in each post can be organized by post and at different levels. Job demand analysis: in order to optimize the training system, the first step is to clarify the job demand. This step requires in-depth cooperation between the human resources department and various business departments and project management departments, in-depth analysis of the grass-roots positions, and clear the ability and quality requirements required by each grass-roots post. According to the actual needs of each department and the project management department and the future development trend, the training content for each grassroots post will be determined.

Set training objectives: after a comprehensive understanding of the age, gender, education and performance of each position, employees will assess how well they master the skills required in their respective positions. Based on these information, the

training needs of the employees will be judged and specific and clear training objectives will be set accordingly. In order to improve the pertinence of the training, employees will be trained in groups according to different positions and professional backgrounds.

Develop a training plan: according to the training needs of the grassroots staff and their personal characteristics, they will choose the most appropriate training method, and develop a set of perfect training program. The program will list the key information about participants, training forms, training content, assessment criteria, and objectives and requirements. It is important that the training content will be regularly updated based on job requirements and employee skill levels.

Implementation training: the training plan will be implemented in strict accordance to ensure that the training content, participants, training time and training effect are fully guaranteed. We will do our best to organize training and assessment, and strive to make all grassroots employees can really participate in the training to avoid formalism. The goal is to become an important platform for employees to communicate and learn and improve together. Evaluation of the training effect: the effect of the training will be comprehensively evaluated through the assessment performance, employee satisfaction survey with the training and their performance in the follow-up work. Additional training will be provided for employees who do not meet the training objectives. At the same time, the organization and implementation process of the training will be continuously optimized according to the evaluation results, so as to continuously improve the quality and effect of the training.

2. Enrich the training methods. For large and scattered engineering infrastructure enterprises such as Zhejiang Jiaotong Group Co., Ltd., the organic combination of online and offline training is particularly important. Therefore, it is proposed to integrate online and offline training. Online training can make use of the existing learning website and company platform, while considering integrating the theoretical knowledge of various positions, and develop mobile APP and learning websites to meet the daily learning needs of employees. Offline training can be conducted in the rest period of the project, with the project department as the unit and organize training according to the professional, which can not only enhance the communication between

the project department, but also better ensure the training effect.

In addition, it advocates a wide range of professional skills competitions. In order to expand the influence of the competition and improve the overall skill level of the grass-roots staff, all project managers and professional positions should be covered as far as possible, and a wide range of professional skills competitions should be organized. In this way, it can not only mobilize employees to participate in training and competition, but also truly achieve the goal of promoting training by competition and strengthening ability with competition.

At the same time, we should make full use of the adjustment period of engineering construction, such as rainy season and cold season, which are not conducive to construction, and focus on personnel training and post competition. These idle periods are valuable training resources that can be used to improve staff skills, create a competition atmosphere, and promote the exchange of knowledge and experience between different project departments.

3. Establish an online training platform

In view of many problems faced by the grass-roots staff of the project management department, such as scattered project location, tight construction period and difficult personnel concentration, etc., it is suggested that the bureau company or the group company should build a unified online training platform. The platform should cover the professional positions of all grass-roots employees and be only open to the group company.

In terms of the management level of the platform, it is suggested to build a multi-level structure, including bureau companies (i. e., the superior parent company), branches and individual users. Each level shall have corresponding authority setting: the HR management department of the bureau can monitor the training assessment and professional competition through the platform; the training participation of the HR staff of the department and project management department through the platform, and can organize specific professional skill assessment or special assessment for specific units through the platform. Grassroots employees should be able to obtain personal learning content through the platform, apply for the learning materials of relevant majors, and

check their own learning records as well as their learning rankings in the department and the whole company at any time.

In terms of the training content, it is suggested to divide the courses into two categories: public courses and professional courses. Various courses should integrate policies and regulations, institutional regulations, industry standards, operational norms and other training content and learning materials, and share them on the Internet. The teaching content of the platform should be rich and diverse, including multimedia courseware, teaching video, assessment and testing and other forms.

In terms of the functional module setting of the platform, it is suggested to include policies and regulations, training dynamics, learning courses, online testing and individual center. Among them, the policy and regulation module should cover the relevant policies and regulations of the industry; the training dynamic module should provide important training and assessment information of the whole company, as well as the learning statistics of the unit; the learning course module should allow grassroots employees to obtain personal training content, apply for self-study content and study; the online test module is mainly used to complete the sampling examination of the superior organization; the personal center module is mainly used for the maintenance of personal information, the collection of electronic training certificates, the statistics and exchange of learning points. In addition, employees can also accumulate learning points to exchange for the corresponding small gifts, so as to increase the interest and motivation of learning.

By adopting the online training platform, the training content can be unified, simplify the training organization process, expand the coverage of the training, and effectively reduce the training cost. This will play a positive role in promoting the optimization of grassroots staff training and enhancing the training incentive.

Improve employees' sense of corporate culture identity

1. Enhance employees 'understanding of the company's history and culture.

Corporate culture is crucial to shaping the corporate understanding and loyalty of employees. It can promote their pride and belonging, and then motivate them to contribute to the progress of the company. To this end, the company is in urgent need of

building a perfect cultural transmission system, and deeply promote the history, inheritance, change and dedication of the company through various publicity materials and diversified media platforms. This will help the grassroots staff to understand more deeply and love the enterprise, so as to serve the company and the people more spontaneously.

2. Cultivate and inherit corporate culture and carry forward corporate value.

In the current process of cultural construction, there is a problem of disconnection between high-level decision-making and grassroots needs. In order to deepen the influence of corporate culture and make it truly become the internal driving force to promote the development of the company, it is necessary to encourage grass-roots employees to actively participate in the discussion and construction of the cultural system. By building an effective communication platform, we can ensure that employees' voices are heard and valued, so that they can more identify with and cherish the cultural history of the company. This will help to carry forward the company's fine tradition and spirit, and lead the company to a comprehensive and healthy development path.

3.3 Balance and optimization of health care factors and implementation of the incentive system for grassroots employees

Health care factors should be fair. Zhejiang Jiaotong Group Co., Ltd. has taken a variety of measures in health care incentives, including basic salary, performance bonus and allowance, which are common and effective means in state-owned enterprises.

In order to attract and motivate high-level talents, Zhejiang Jiaotong Group Co., Ltd. has formulated special incentive policies. For highly educated talents, the company has adjusted the salary and welfare system, and provides employees of bachelor, master's and doctor's degrees according to the standards of public institutions, so as to encourage them to continue their further studies. At the same time, the company has carried out standardized evaluation of each position, comprehensively considering the working environment, work intensity and work responsibility, and made scientific

evaluation of the value of each position, to ensure that the contribution of each position can be recognized. In terms of performance bonus, the company adopts the combination of annual assessment and quarterly evaluation to comprehensively and objectively evaluate the performance of employees, and formulate personalized reward programs according to the job objectives and personal ability, to ensure fairness and fairness.

Through the construction of scientific employment mechanism, Zhejiang Jiaotong Group Co., Ltd. enables employees to judge the rationality of incentive according to the proportion of their own investment and return, so as to effectively stimulate their work enthusiasm, improve work efficiency, and then promote the development of the overall business of the company.

Motivators should be sustainability. Zhejiang Jiaogong Group Co., Ltd. needs to turn to a more long-term and systematic incentive strategy, by building and improving the long-term incentive mechanism to meet the psychological expectations of these highly skilled employees, and then stimulate their potential. To achieve this, the company is actively exploring innovative promotion channels, such as prioritizing outstanding frontline employees to management candidates and through rigorous evaluation and selection mechanisms. Such an institutional arrangement not only enables employees, especially young talents, to see the hope of career development, but also further enhances their work motivation.

Form a resultant force between the two factors. According to the two-factor theory, the incentive measures of Zhejiang Jiaotong Group Co., Ltd. are mainly divided into two categories: health care factors and incentive factors.

Existing research shows that the health care factors mainly have an impact on the external performance of the employees, while the incentive factors can touch their hearts more deeply. Considering the current development stage of Zhejiang Jiaotong Group Co., Ltd. and the change of employee needs, as well as the progress of employees in cultural quality, thinking mode and working methods, the position of spiritual incentive is increasingly important in the incentive strategy, which provides practical and theoretical support for the combination of health care and incentive.

Overall, the dual need for health care and motivation is constant despite the

changing external environment. With the continuous development of state-owned enterprises, the incentive system should gradually change from the main focus on health factors in the past, to adding more incentive factors on the basis of maintaining health factors in order to meet the growing expectations of employees. Only when the health care factors and incentive factors are organically integrated and produce synergistic effects, can the incentive system of grassroots staff operate more efficiently and persistently. Safeguard measures for the optimization design and implementation of the incentive system for grassroots employees.

Organizational system safeguard measures in practice, the organization needs to provide safeguards at the following levels:

1. Establish the implementation concept of the all-staff incentive system: first of all, it is necessary to establish the far-reaching concept of the full-staff incentive system, and deeply realize the importance of improving the satisfaction of the basic level of employees to the overall development of the enterprise. Implement a regular high-level meeting day system, held every two weeks, so that senior leaders and front-line employees have face to face communication, personally understand the implementation effect of incentive policies, and insight into the inner needs and working status of employees. At the same time, an anonymous complaint mechanism is established to encourage employees to actively participate, expose the problems in the implementation process, and collect employees' opinions and satisfaction feedback on the improvement of the system. For employees' suggestions, special personnel should follow up and handle them, timely respond to and optimize the system, to ensure that they are fair and reasonable, so as to continuously improve the satisfaction of grass-roots employees.

2. Continue to improve the company's rules and regulations: after constructing and establishing the optimization manual of grassroots employee satisfaction of Zhejiang Jiaotong Group Co., Ltd., the key is to constantly adapt to the changes of The Times and the development of enterprise strategy. This requires a regular review and update of the regulations to ensure that they meet the actual needs of the employees and embody human care. At the same time, a training plan for all staff should be carried out, so that every employee can deeply understand and accurately implement the rules and

regulations.

3. Improve the efficiency of the company's system management: although many enterprises implement the "996" work system to improve the productivity of grass-roots employees, this practice is not suitable for the actual situation of Zhejiang Jiaotong Group Co., LTD. Frequent urgent tasks often require overtime work, thus emphasizing the importance of introducing efficient management strategies in routine work. Grassroots staff should be encouraged to have sufficient independent time and rest to devote additional work more efficiently if necessary. Maintaining a good work and life balance is the key to stimulating employees' lasting enthusiasm for their work.

Material safeguard measures for funds: material conditions include salary, extra perks, and various living benefits. When constructing these material conditions, Zhejiang Jiaotong Group Co., Ltd. should pay attention to the following aspects:

1. Ensure the fairness of salary performance: compensation is a great concern for grassroots employees. Therefore, when designing the compensation system, it should reflect both the fairness and the contribution difference between employees. Make sure that employees who pay more are rewarded, and the return should be different to motivate employees and create a healthy competitive environment.

2. Set up a reasonable bonus system: when formulating the compensation system, Zhejiang Jiaotong Group Co., Ltd. also needs to consider the proportion of bonuses. For key projects, special reward mechanisms should be established to provide stable incentives for foundation employees to ensure that all employees are motivated while also maintaining continuous efforts.

3. Balance between material and spiritual motivation: when formulating incentive strategies, the company should flexibly adjust the proportion of material and spiritual incentives according to the personalized needs of employees. New employees may pay more attention to material incentives, so material incentives should be dominant, while for senior employees, spiritual incentives may be more important, so the proportion of spiritual incentives should be appropriately increased. Human resources departments need to deeply understand the needs of employees to develop more appropriate incentive policies.

4. Innovate the welfare system: with the continuous development of the society, the form and content of welfare also need to keep pace with The Times. Zhejiang Jiaotong Group Co., Ltd. should continue to introduce novel and attractive welfare measures based on its own actual situation and relevant laws and regulations to enhance the attractiveness of grass-roots employees. This requires companies to pay close attention to social dynamics and national policies, and constantly update and improve the welfare part of the incentive system.

Information system safeguard measures

Zhejiang Jiaotong Group Co., Ltd. is still lagging behind in the construction of information human resource management system, and the office system in use is still the old version developed by the superior department in 2012. This limits the digital flow of the company's business, leaving many businesses still limited by traditional paper document processing methods. In order to improve the efficiency of human resource management and employee job satisfaction, the company urgently needs to introduce a set of customized information operation and management platform. Considering the lack of independent research and development capability of the company's technical department, it is suggested to directly purchase the mature management system in the market, and strengthen its security according to national standards, so as to ensure that we can meet the daily business needs while building a strong information security line.

In terms of internal communication, Zhejiang Communications Engineering Group Co., Ltd. currently mainly relies on QQ and wechat, which increases the risk of information confidentiality. Therefore, the company should consider using the "blue letter" system widely used in China. The system, developed by the National Electronic Information Network Technology and Security Administration, has a unique enterprise-level encryption function, which can effectively protect the company's trade secrets and data security. At the same time, the company should promote the information-based office style and provide training for older or less educated employees to help them adapt to the working style of the digital age and improve work efficiency.

CONCLUSION

For Zhejiang Jiaotong Group Co., Ltd., building a systematic and effective grass-roots employee incentive system is not only a major strengthening of the internal management structure of the enterprise, but also a key link to promote the in-depth development of enterprise human resources and improve the overall economic benefits of the enterprise. In today's era with talent as the core competitiveness, a talent strategy with forward-looking and strategic vision is undoubtedly the cornerstone for enterprises to stabilize their market position and achieve sustainable development. Especially for Zhejiang Jiaotong Group Co., Ltd., which is in the infrastructure industry, it is particularly urgent and important to update the concept of staff training and optimize the incentive system to create a professional and efficient grass-roots team.

This research is specifically aimed at the grass-roots staff group of Zhejiang Jiaotong Industry Group Co., Ltd., combined with the advanced grass-roots staff incentive strategy at home and abroad and the specific human resources situation of the company, to carry out in-depth and detailed research work. In the process of research, we made full use of the multi-dimensional theoretical framework such as two-factor incentive theory, in order to provide scientific and reasonable reform suggestions for the company's existing human resources policies and internal management regulations, so as to ensure that the enterprise maintains a stable and sustainable growth trend in the fierce market competition. At the same time, we also hope that this study can provide useful reference and reference for similar domestic state-owned infrastructure enterprises in the reform of grass-roots employee incentive system.

At the beginning of the study, we clearly defined the grass-roots employees of Zhejiang Jiaotong Group Co., Ltd., and elaborated the components of the incentive system and its action mechanism. In order to guide the research practice more scientifically, we have deeply studied a variety of incentive theories such as double factor theory, level of demand theory, expectation theory and key performance index assessment method, and these theories provide solid theoretical support for our subsequent investigation, analysis and system optimization. In particular, the health care

factors and incentive factors in the two-factor theory are the focus of our research. In terms of health factors, we discussed the specific contents of compensation incentives, welfare incentives and performance incentives, and analyzed the key elements of promotion incentive, career planning incentive and training incentive.

In order to have a deeper understanding of the actual situation of Zhejiang Jiaotong Engineering Group Co., Ltd., we comprehensively describe the overall overview of the company from three aspects: the company profile, the current situation of human resources and the status quo of the current incentive system. On this basis, we designed a set of questionnaires covering health factors and motivating factors according to the research framework of two-factor theory and the specific characteristics of the company. The questionnaire took the basic employees of the company, and a total of 120 employees were selected to fill in. The content of the questionnaire mainly focuses on the satisfaction of health care factors, the satisfaction of incentive factors and the overall satisfaction, aiming to fully understand the employees' true feelings and evaluation of the company's current incentive system.

Through the sorting and analysis of the questionnaire, we found that the company has a certain degree of problems in both health care factors and incentive factors. In terms of health care factors, employee satisfaction with compensation and benefits is low, and the performance appraisal system is unreasonable. In incentive factors, problems such as limited promotion opportunities, lack of guidance in career planning and imperfect training mechanism need to be solved. In view of these problems, we have conducted an in-depth analysis of the causes, which provides a strong basis for the subsequent optimization and improvement.

On the basis of fully understanding the current situation and problems of the company, we have clarified the ideas and principles of optimizing the incentive system. In view of the problems existing in health care factors, we put forward specific optimization measures, such as establishing a salary and welfare system with parallel post distribution and distribution according to work, adopting KPI and 360° evaluation to improve the performance appraisal system, improving the welfare treatment of grassroots employees and protecting the rights and interests of employees on vacation. At the

same time, in terms of incentive factors, we also designed the corresponding optimization scheme, including establishing three channels grassroots staff promotion mechanism, pay attention to the reserve talent training and selection, overall planning staff career development and the company's strategic objectives, build long-term education training mechanism and improve employee's corporate culture identity, etc. These measures are designed to comprehensively enhance the work enthusiasm and loyalty of the company's grassroots staff, and thus promote the overall development of the company.

We also specifically highlighted the balance optimization between health care factors and incentives. We believe that a sound incentive system should be able to meet the basic needs of employees and stimulate the internal motivation of employees. Therefore, in the process of optimization design, we always adhere to the concept of "people-oriented", and strive to achieve the organic integration and coordinated development of health care factors and motivating factors.

In order to ensure the smooth implementation and expected results of the grassroots employee incentive system of Zhejiang Jiaotong Group Co., Ltd., we also provide comprehensive safeguard measures for the optimization design and implementation of the incentive system from three aspects of organizational system, material basis and information technology. In terms of organizational system, we suggest that the company set up a special incentive system implementation team to develop a detailed implementation plan and the implementation of the supervision mechanism, and strengthen the communication and coordination among various departments to ensure the comprehensive promotion and thorough implementation of the incentive system within the company. In terms of material foundation, the company needs to increase capital investment to provide necessary material support and resource guarantee for the implementation of the incentive system; especially in compensation and welfare, training and education, to ensure adequate and reasonable use of funds. In terms of information technology, we suggest that the company introduce advanced human resource management software system to realize the comprehensive management of grassroots staff information and the precise implementation of the incentive system;

Meanwhile, strengthen data analysis and mining to timely find and solve the problems and challenges in the implementation of the incentive system. Through the effective implementation of these safeguard measures, we believe that the grass-roots employee incentive system of Zhejiang Jiaotong Group Co., Ltd. will surely achieve remarkable results and breakthrough progress.

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