

Research on the Practice Path of Employee Incentive Mechanism in “X” Airport based on Two-factor Theory

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Abstract

After entering the 21st century, more and more enterprises have noticed that human capital is the most important capital in the enterprise. People-oriented management has been accepted and adopted by more and more enterprises. In the face of the increasingly fierce competition environment at home and abroad, how to use scientific and effective management means, with flexible employee incentive system, to strengthen employees' sense of belonging to the enterprise and sense of mission, to enhance the ability and quality of employees has become an important topic of airport group human resources management. Taking Airport “X” as the carrier and guided by the basic theory of management and Herzberg's two-factor theory, this paper analyzes the current situation of employee motivation in Airport “X”. Taking the investigation of employee motivation factors as the entry point, this paper explores the main incentive factors that can motivate employees through the measurement and analysis of employee motivation satisfaction model, and puts forward targeted incentive schemes. To further improve the company's performance and employees' job satisfaction, and strengthen the core competitiveness of “X” Airport.

Keywords

Airport; Human Resource Management; Staff; Incentive Mechanism; Two-factor Theory.

1. Research Background

Airport management has been integrated into the modern enterprise management concept, and the original management system is being broken, which puts higher requirements on the human resources department. The current human resources management mode is difficult to mobilize the enthusiasm of employees due to the lack of perfect incentive mechanism, resulting in the development of related work is not ideal. Some foreign researchers have studied some methods to motivate employees. Koontz(1993) believes [1] that "motivation" is a series of chain reactions: individual needs → individual goals → individual unmet wishes → individual actual actions → individual satisfaction. Carolyn(2009) [2] pointed out that the motivation for employees should not only rely on the provision of satisfactory salary, but also pay attention to the spiritual motivation of employees, including the cultivation and respect of employees. Only by stimulating the enthusiasm of employees in learning to the maximum extent can the company create the greatest wealth and value. Xia Yan (2016) [3] analyzed the crucial influence of salary incentive factors on human resource management, and came up with effective methods to optimize salary incentive, deepen internal management of enterprises, and lay the foundation of talent reserve for the realization of long-term development and sustainable road of enterprises. Liu Xingmei and Liang Xu (2017) [4] used Maslow's hierarchy of needs theory to explain that different levels of employees in an enterprise have different needs. The higher the level of employees, the more attention they pay to their spiritual needs. The research points out that different plans should be given for different needs of employees, and a more reasonable

and effective differentiated incentive plan should be designed. The basic staff should be mainly given material incentives; The middle managers should increase the proportion of spiritual incentives and appropriately reduce material incentives; The senior managers should be mainly inspired by spirit. Wang Lin and Gao Feng (2013) [5] believe that China's airlines generally lack knowledge workers, which has become the main bottleneck of enterprise development. At present, most of the management personnel in China's aviation enterprises are general talents, lacking "professional" and compound talents. Zhou Wenxia et al. (2020) [6], through a field questionnaire survey of employees, concluded that organizational identity can promote the perceived fairness of performance evaluation and the impact on their work performance.

In order to innovate thinking, manage accurately and keep the company abreast with The Times, a useful employee incentive mechanism is the top priority of the company's human resource management. Under this background, this paper introduces the two-factor theory and takes "X" Airport Group Company as an example to study the employee incentive mechanism model of large enterprises.

2. Two-factor Theory and its Application

The two-factor Theory, also known as Motivator-Hygiene theory, was developed by the American behavioral scientist Fredrick Herzberg in the late 1950s. He believes that the health factors represent the most basic needs of human beings, and the incentive factors can bring people positive, satisfaction and motivation. Herzberg divides the relevant factors in enterprises into two types, namely, satisfaction factors and dissatisfaction factors. Satisfaction factor refers to the factors that can make people satisfied and motivated, mainly including the achievements in the work, the recognition and appreciation of the work results, the charm of the work itself, the sense of responsibility of the work, the progress made by the work five factors. The dissatisfaction factor refers to the factors that tend to produce opinions and negative behaviors, that is, the health factor. Health factors include the company's policies and management, supervision, wages, colleague relations and working conditions. Herzberg's two-factor incentive theory breaks down the traditional view of satisfaction or dissatisfaction. The opposite of satisfaction is no satisfaction, rather than dissatisfaction. Similarly, the opposite of dissatisfaction is not satisfaction, but the absence of dissatisfaction. Health factors are non-work factors that, if satisfied, can eliminate dissatisfaction and maintain the original work efficiency, but do not motivate positive behavior. Motivating factors are related to the work itself or the work content. If these factors are satisfied, people can be greatly motivated. If they are not satisfied, they will not be as dissatisfied as the health factors. Table 1 for details on the contents of the two factors.

Table 1. Herzberg's two-factor theory

Factors	Health factors	Activating factors
Action	Prevent feelings of discontent	Motivate employees to work enthusiastically
Content	Salary, working environment, management system, interpersonal relations, company development	Job achievements, job recognition, promotion channels, personal interests, staff training

In modern enterprise management, to mobilize the enthusiasm of employees, the first thing to ensure the health factors, to avoid staff dissatisfaction. However, it is more important to stimulate the enthusiasm of employees through incentive factors. Enterprises can use the two-factor theory to further deepen scientific management, drive the enthusiasm of employees, and better promote the unified development between enterprises and employees.

3. The Current Situation and Existing Problems of Staff Motivation in “X” Airport

“X” Airport adheres to the people-oriented management philosophy, attaches great importance to cultural incentives, and strives to ensure that the realization of employees' personal value is highly consistent with the development goal and direction of “X” Airport enterprise by strengthening the construction of corporate culture. The mechanism of human resource management in “X” Airport is divided into three levels: human resource management mechanism, human resource team and human resource efficiency [7]. The three levels are in progressive relationship. The orientation of the human resource management mechanism changes the human resource team, and the human resource team creates the human resource efficiency. Human resource effectiveness includes labor productivity, per capita revenue, per capita profit, labor cost input-output ratio and other indicators that can reflect the value created by human resources. Talent team includes the structure, quality, quantity, reserve rate, engagement and other indicators of the staff, which constitute the combat effectiveness of the talent team; The human resource management mechanism is composed of selection management, performance management, career management, training management, salary management and other functions, which is the specific mode of shaping the staff team, as shown in Figure 1. “X” Airport is committed to creating a good corporate culture atmosphere for employees, and at the same time, it also strives to create a comfortable and efficient office environment for employees in overseas stations. From the actual interests of all employees, it tries its best to solve practical problems for employees, and provides unique corporate characteristics of air tickets and vacation benefits. In addition, “X” Airport attaches great importance to the ground staff working in the airport, and provides them with economic benefits such as work clothes and commuting fare allowances. However, in recent years, the work performance and performance of the employees of “X” Airport in the whole company have shown a retrogressive trend. The main reason for the lack of team vitality lies in the failure to form an effective incentive mechanism to stimulate the enthusiasm of the employees, resulting in the general decline in the work efficiency of the employees and even the frequent job-hopping of outstanding technical talents.

“X” Airport conducts incentive surveys on employees from the perspectives of health factors and incentive factors. According to the revelation of Herzberg's two-factor theory, the factors that affect employees' job satisfaction include health factors and incentive factors. Starting from the actual situation of “X” Airport, the two-factor theory is taken as the theoretical basis of the employee satisfaction model to determine the factors that affect employees' satisfaction [8]. Thus, the incentive satisfaction model of employees at X Airport was compiled, as shown in Figure 2

The model covers a total of 10 assessment first-level latitudes and 40 assessment second-level latitudes. The model provides the basis for the design of the questionnaire about the problems in employee motivation, and also serves as the reference base for the design of the follow-up employee motivation scheme.

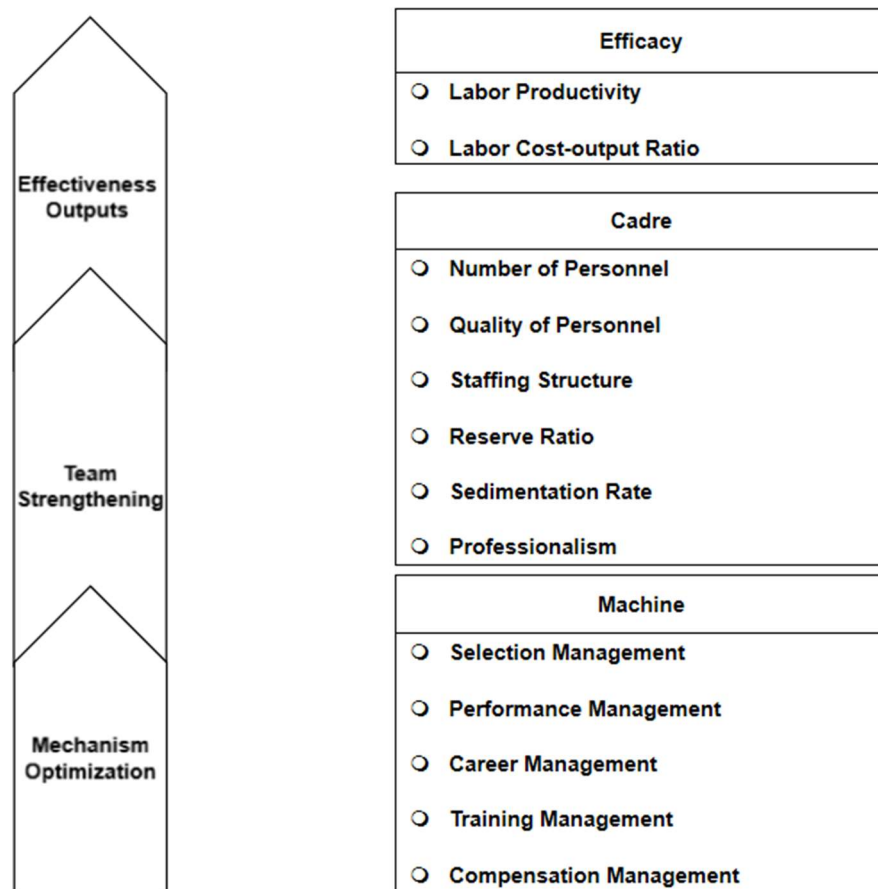


Figure 1. "X" mechanism of airport human resource management

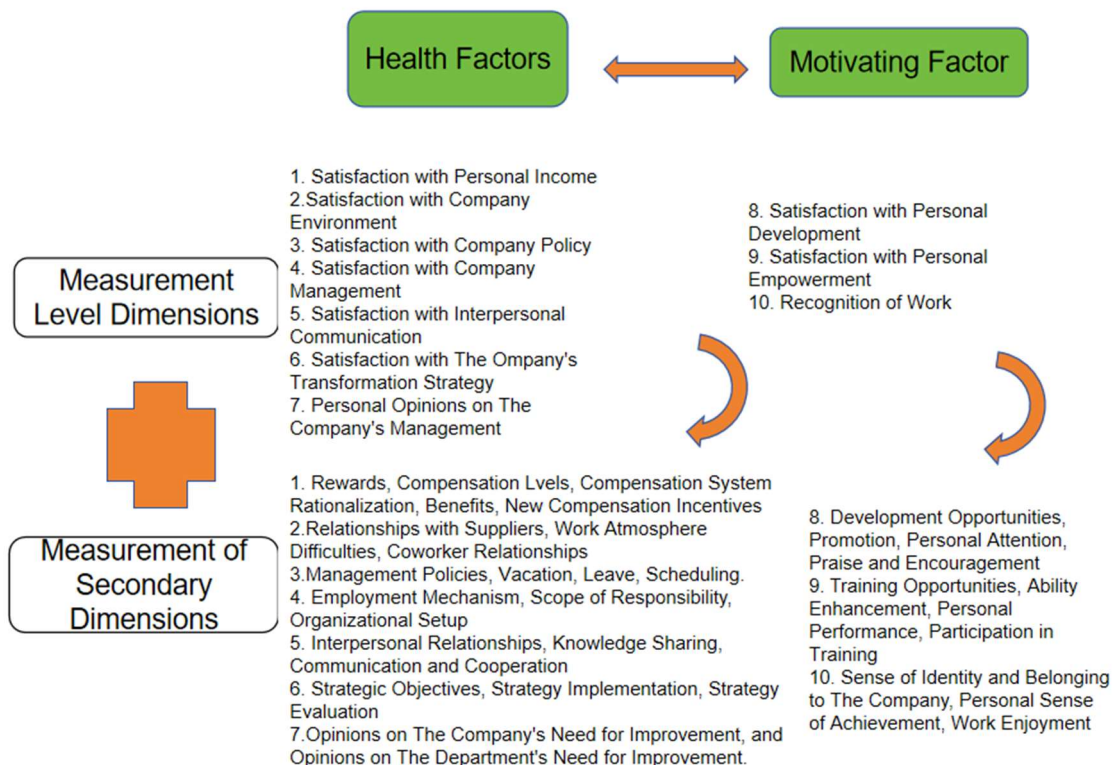


Figure 2. "X" incentive satisfaction model of airport employees

This employee motivation survey was conducted through the Internet. The questionnaire was sent out in the name of “X” Airport in the form of email invitation letter, and the purpose of the employee motivation survey was explained in the email, emphasizing that the questionnaire was anonymous and confidential and emphasizing the deadline of the questionnaire.

In this questionnaire, 326 questionnaires were collected. Statistical methods and EXCEL software were used to make statistics on the 326 questionnaires, and then the number of people, invalid data, valid data, average score of each sub-item and employee motivation satisfaction were obtained. The final score of “X” Airport employee motivation satisfaction ranking was shown in Table 2.

Table 2. “X” Final score table of the airport employee incentive satisfaction ranking

	Serial Number	Measuring first degree latitude	Average score	Incentive Satisfaction ranking
Motivators	1	Satisfaction with personal development	2.91	8
	2	Satisfaction with personal ability improvement	2.73	9
	3	Job recognition	3.50	4
Health care factors	4	Satisfaction with interpersonal interactions	3.46	5
	5	Satisfaction with personal income	3.17	7
	6	Satisfaction with the management of the company	3.28	6
	7	Satisfaction with the company environment	3.89	1
	8	Satisfaction with the company's transformation strategy	3.52	3
	9	Satisfaction with company policies	3.76	2

Based on the above data analysis, it can be seen that “X” Airport has the following three problems:

(1)The salary system is not perfect, and the salary incentive is not high. The existing salary mechanism has imperfect incentive policies for employees. The salary level of employees in the same type of positions is roughly the same, and the performance appraisal results of hard-working employees and inactive employees are basically the same. Such equalitarianism inhibits employees' enthusiasm for work and fails to form a benign competition situation where employees work more and get more [9]. It can not reflect the difference between the salary of senior executive positions and other positions, and the turnover rate of high-quality talents is high.

(2)Unreasonable promotion mechanism and single career development path. As a labor-intensive enterprise, “X” Airport lacks the cultivation of high-quality management talents, and has large requirements on external human capital. In particular, service management employees account for a large proportion of the company, the number of middle and senior positions is extremely limited, and there is a bottleneck in the promotion and development space of employees. As a result, a group of outstanding talents cannot be selected and get no corresponding promotion and development opportunities. To some extent, the loss of talents in key positions restricts the operation efficiency of the whole enterprise and affects its further development.

(3)There is no employee career development planning and management. The

management of “X” Airport failed to effectively unify the strategic goal of the company's development with the career goal of employees' personal development, and believed that the incentive difference between core employees and general employees was mainly reflected in the difference of salary return, thus neglecting to pay attention to the different needs of employees at different levels for career development, resulting in employees being confused about their career development direction. They also gradually lost their passion and initiative for their own work [10].

4. Research on Employee Motivation Mechanism

The incentive mechanism of “X” airport staff should adhere to the company's strategic orientation, change the concept, unify the thinking, in view of the existing problems in the incentive mechanism of designers, establish a more perfect and systematic incentive mechanism system, and enhance the core competitiveness of the enterprise. The principle of taking into account different needs, the principle of fairness and the principle of combining material incentive and spiritual incentive can give full play to the best effect of employee incentive.

(1) Improve the compensation system. Scientific and reasonable salary plan is the basis of optimizing the salary incentive system. First, it is to do a good job of performance appraisal, improve the performance appraisal system, and strictly relate the performance appraisal to the employee's salary income, work performance and work results, reflecting the concept of "more work, more pay, less work, more work, less work"; The second is to establish a salary supervision mechanism, clarify the responsibilities of each department of salary supervision, and improve the rules and regulations related to the company's salary; The third is to investigate and summarize feedback in time, predict in advance, and correct mistakes.

(2) Establish sound career promotion channels. First of all, it is necessary to standardize the way of employee promotion, so that every employee can understand the promotion way of his post, and set up the development ladder of job promotion, so that employees can be promoted from low to senior along the development of their positions, so as to ensure the scientific rationality of the promotion system. Secondly, CP Airlines will adopt the double-ladder mode to provide employees with two career development routes and promotion ladder: technical post and management post. Finally, the promotion incentive system of employees in “X” Airport should be improved, which is oriented by employees' ability, quality and performance appraisal. Employees cannot be automatically promoted by increasing years of work, and job promotion and demotion flow in both directions, so that employees have promotion and decline, and can better reflect positive and negative incentives.

(3) Improve the training system. According to the different needs of “X” airport personnel, the training should be carried out in different categories. First, for the new employees, we can arrange those who have better performance in the previous positions to be responsible for the publicity of the company's rules and regulations, company development, company culture, etc., to help the new employees integrate into the company environment more quickly, and provide subsidies; In addition, for the assistant interns, we can establish the mechanism of master and apprentice, so that the assistant interns can understand and master the relevant work as soon as possible. The second is to carry out team development training for grass-roots employees. In the process of company transformation, more and more work is completed by the team. Through team development training to cultivate the sense of teamwork among employees, individual employees will continue to be encouraged to exert their abilities to the best, and the sense of teamwork among employees will be strengthened through scenario simulation in training. The third is to strengthen the comprehensive business management training for the staff above the supervisor level, such as interpersonal communication skills, policy

implementation, coaching subordinates, time management, etc. At the same time, strengthen the training for the master to help subordinates. Fourth, strengthen leadership development training for senior managers. The training focuses on leadership development, including transformational leadership, leadership commitment courses on delegation, teamwork, risk taking and change management. Top managers are asked to manage their areas of responsibility as if they were their own companies, to motivate subordinates to take appropriate risks to achieve breakthroughs in their work, to find ways to motivate teams to form a common purpose, and to provide resources, ideas, and other forms of assistance to participate in team management when required.

5. Conclusion

Based on the guidance of the two-factor theory, this paper focuses on the current situation and existing problems of employee motivation in "X" Airport Company. Through the design of employee incentive satisfaction model, a questionnaire survey on existing problems in employee motivation is conducted for X Airport Company. In order to optimize and formulate effective incentive strategies to better meet the company's development goals and realize the motivation of technical staff. To design attractive job opportunities for grass-roots technical staff, a series of reform measures have been formulated, such as improving the salary system, career promotion channels, focusing on personnel skills improvement, so as to enhance the sense of work achievement, and provide them with more career development opportunities. In the future research, a wider range of influencing factors must be considered, including the external environment of the company, the personal values of the employees and the work motivation, so as to better understand and solve the problems of employee incentive programs. Only through more in-depth and comprehensive research and discussion can more powerful support and guidance be provided for management practice and academic research to achieve a win-win situation.

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