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Title: "IMPROVEMENT OF THE PERSONNEL MOTIVATION SYSTEMS AT THE ENTERPRISE"

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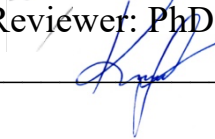
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TASK TO MASTER THESIS M63-JiGuoJin

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Nature, Types, and Importance of Personnel Motivation Systems

2. Analyze the

Analysis of the Personnel Motivation Systems of Shenzhen Coman Medical Equipment Co

3. Develop the recommendations

suggestions for developing the personnel motivation systems at the modern enterprise

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2	Preparation of the thesis' first section
3	Completion of the first section according to the supervisor recommendations. Writing the thesis' second section
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5	Completing of the third section according to the supervisor recommendations. Preparation of a report for a scientific conference with a presentation of the main results of the thesis
6	Writing of the introduction, conclusions of the thesis. Making references list
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INTRODUCTION

Today, the global economy is experiencing sluggish growth and economic development is entering a period of transition from growth to slowdown. Competition among enterprises is also becoming more and more intense, and the development of enterprises is becoming more and more uncertain. In order to survive, more and more enterprises turn to strengthen internal management, to tap the potential of intrinsic factors, the importance of the enterprise personnel motivation systems becomes more and more prominent. The success of an enterprise depends more and more on the enterprising spirit, co-operation and creativity of its employees. A reasonable motivation systems can effectively enhance the enthusiasm of employees, stimulate their innovation and potential, and provide a strong impetus for the development of the enterprise. However, in practice, there are obvious deficiencies in the motivation systems of many enterprises, such as lack of personalisation, lack of longevity and stability, lack of fairness and lack of transparency, etc. These problems not only affect the motivation of employees, but also may lead to employee complaints and resistance, which will have a negative impact on the development of the enterprise.

In order to cope with these challenges, companies need to re-examine and improve the employee motivation systems. In this paper, we will discuss in depth how to perfect and improve the enterprise personnel motivation systems from four stages: the nature of motivation systems, types of motivation systems, the importance and challenges of motivation systems, and the improvement programme of motivation

systems, in order to be able to provide some useful insights and references to enterprises in the area of employee motivations.

Improvement of the personnel motivation systems at the enterprise

Part I: Theoretical Approaches to Establishing a Personnel Motivation Systems

1.1 The nature of personnel motivation systems

Personnel motivation systems is a set of strategies, methods and processes. According to Frum, people always desire to satisfy certain needs and try to achieve certain goals. This goal is not yet achieved, manifested in a kind of expectation, when the goal in turn on the individual's motivation is a kind of stimulating force, and the size of this stimulating force, depending on the goal value (potency) and the expected probability (expected value) of the product (hou ying ying, 2005) . It can be seen that the essence of a personnel motivation systems lies in the concept of motivating individuals to achieve optimum performance by satisfying their needs and desires, and aims to motivate, attract and reward employees to achieve the desired results of the enterprise. In doing so, it aims to increase job satisfaction, commitment and engagement, ultimately improving performance and the overall success of the enterprise. It is at the heart of any successful enterprise as motivated personnel are more productive, innovative and devoted to their work. The essence of such a system lies in understanding the needs and aspirations of the individual and aligning them with the enterprise's goals.

Motivation systems typically involve a range of strategies and techniques, including recognition and praise, career development opportunities, and other forms of rewards. Since different people are motivated at different points, these systems are

tailored to the Individual requirements and preferences of personnel.

Here are some of the key elements that make up the essence of a personnel motivation systems:

Growth Paths

Growth paths serve as an important component of personnel motivation systems. Growth paths refer to opportunities for employees to seek personal and professional development. Growth paths within an enterprise refer to the provision of clear career paths for employees. This includes providing training and development opportunities, promoting from within and encouraging skills development. By providing growth paths, enterprises can motivate employees to remain loyal and invest their energy in achieving long-term goals.

At its core, a growth path is about providing employees with clear career paths and opportunities. Employees seek personal and professional development at work and want to continually improve their capabilities and values. By providing growth paths, enterprises can meet this need and help employees achieve their career goals, which in turn increases job satisfaction and loyalty.

Employee growth mainly includes the following aspects:

The first is training and development opportunities. It is the diverse training and development opportunities provided by the enterprise, which mainly include skills training, leadership development, career planning and so on. These training and development opportunities can help employees improve their abilities and prepare for future career development.

The second is internal promotion. Employee promotion mechanism can provide employees with promotion opportunities and space. Internal promotion can not only motivate employees to work hard, but also help enterprises retain talent and reduce brain drain.

The third is to encourage skill development. By encouraging employees to continuously learn and acquire new skills, employees can adapt to changing market demands and work environments. By providing support for skills development, enterprises can help employees broaden their career paths and achieve common development for both individuals and enterprises.

Company Policies

A fair and transparent company policy is an indispensable part of an employee motivation system. A fair and transparent company policy can greatly influence employee motivation. Adam Smith's "Fairness Theory" suggests that people compare their inputs and outputs with those of others to assess whether they are being treated fairly. If employees perceive that they are being treated unfairly, this may lead to decreased motivation, dissatisfaction and negative work attitudes(wudi,2011). Consistently enforced company policies, such as those related to promotion, Training and development efforts enhance the feeling of security and fairness among employees, fostering a positive work environment. When employees feel valued and treated fairly by the company, They tend to be more motivated and involved in their work.

A sense of fairness is an important psychological need that employees seek. When

employees feel that the company's policies are fair and transparent, they trust the company and believe that their efforts and contributions will be duly rewarded. This sense of trust and fairness can increase employees' motivation to work and encourage them to be more involved in their job duties and make greater contributions to the company's growth.

A fair and transparent company policy can build a trusting relationship between the company and its employees, motivate employees and increase job satisfaction. This can not only promote the personal growth of employees, but also promote the sustainable development of the enterprise. Therefore, enterprises should prioritize the establishment of fair and transparent policies, play the role of policies in the employee motivation systems, and ensure that the formulation and implementation of policies are in line with the needs and expectations of employees.

In addition, policies that are consistently implemented are one of the keys to an employee motivation systems. When the company's policies can be adhered to for a long period of time and effectively implemented, employees can trust the company and gradually form stable working attitudes and behaviours. If policies are changed frequently or poorly implemented, employees' trust in the company will be undermined and the motivation effect will be greatly reduced. A consistently implemented fair policy provides personnel with a clear and definite career development path, creating a sense of trust and fairness. Personnel will value their job opportunities more and work harder with a view to obtaining better returns and development. The motivational role played by this sense of trust and fairness is enormous. It can not only stimulate the enthusiasm of employees and improve their

work efficiency, but also enhance their sense of corporate identity, so that they can be willing to contribute to the development of the enterprise.

Recognition

Recognition is a key element of the personnel motivation systems. In Herzberg's two-factor theory, recognition is clearly listed as one of the motivating factors. According to Herzberg, employees who are recognised for their work will feel that their value and efforts have been affirmed, thus motivating them to work hard and pursue higher achievements. Therefore, employees want their efforts, achievements and contributions to be recognised and appreciated by the company. Recognition is a positive affirmation of an employee's work results, efforts and contributions, and plays an important role in boosting employee morale and motivation. When personnel feel that their work is recognised and Respected, they will put more effort into their work and strive for better performance and progress. Public recognition, such as awards, certificates or affirmation at meetings, can boost employee morale and motivation. Recognition also promotes a positive work culture and fosters a sense of identity among employees.

Public recognition is an important form of recognition. Through awards, certificates, or acknowledgement and praise at meetings, companies can communicate to employees that their work is recognised and appreciated. Public recognition not only boosts the morale of the employees being recognised, but also motivates other employees to learn from them, creating a good guiding atmosphere.

In addition, instant recognition in daily work is also very important. Instant

recognition can provide timely feedback on employees' performance, make it clear to employees whether they are working in the right direction, and help them maintain a high degree of concentration and commitment in their work, thus achieving better results. Leaders and managers give timely feedback to employees, acknowledge their efforts and achievements, and provide specific advice or guidance at the right time. This kind of instant recognition allows employees to feel that their efforts are valued, thus enhancing their sense of belonging and motivation.

Recognition plays an important role in building a positive work culture. When a cultural atmosphere of mutual recognition and encouragement is formed within an enterprise, the enterprise will have a united, collaborative and enterprising working atmosphere, and employees will be more willing to contribute to the growth and progress of the enterprise. This kind of culture not only improves employees' job satisfaction and loyalty, but also favours the long-term stable progression of the enterprise.

Job security

Job security is the sense of job security, job security refers to the personnel's assurance that he or she will continue to work in the enterprise. Job security is one of the basic needs of employees in the pursuit of work, which has an important impact on employee motivation and work commitment. Maslow's "Hierarchy of Needs Theory" points out that job security is an important part of the security needs, and only when the basic security needs of employees are satisfied, they can focus more on self-actualisation and higher-level needs. At work, the sense of security pursued by employees is the embodiment of this hierarchy of needs. When

employees feel secure in their jobs, their basic needs are satisfied and They tend to become more motivated and committed to their work. Job security can be achieved through stable company policies, good economic performance, and a culture of loyalty and retention.

Firstly, stable company policies are fundamental to providing job security. This means that companies should set clear, consistent policies and avoid frequent changes in policies so that employees have a stable expectation of their future.

Secondly, good economic performance is also an important factor in providing job security. Employees usually feel secure when a company performs relatively well economically because they believe that the company has enough money and ability to support their work and career development.

In addition, a firm's culture of loyalty and retention is an important means of enhancing job security. Promoting the values of loyalty and retention, providing development opportunities, benefits and career paths, etc., so that employees can feel the long-term commitment and support of the company is essential to their sense of job security.

Employees are more inclined to be driven and committed to their work when they feel safe and secure in their positions, and this proactive attitude improves employee productivity and enhances organisational cohesion.

Compensation Plan

Compensation plan is the core of employee motivation systems and an important tool for attracting and holding onto talented individuals. it is also the driving force

to stimulate employees' motivation, improve work efficiency, release creativity and teamwork spirit.

The basic salary is the foundation of the compensation plan, which is set according to the employee's position, experience, ability, economic level and other factors. Performance bonus is a direct recognition of the employee's work performance, which can motivate employees to work actively and pursue excellence. Performance bonuses are allocated according to the business characteristics of the company, the functions of the department and the responsibilities of the employee, and the payment of bonuses is closely linked to work results. Benefits and allowances are also an important part of the remuneration programme.

Linking remuneration to performance is a major part of the motivation mechanism. Enterprises will be directly linked to the employee's salary and its performance, which is to tell employees: pay and gain are directly proportional to the effort, the more effort, the more gain. This clear cause and effect relationship between pay and performance helps to stimulate the enthusiasm and motivation of employees.

Working conditions

Working conditions include a safe, healthy and comfortable working environment, as well as the tools and equipment needed to carry out the work. Good working conditions increase employee motivation and productivity. In addition, flexibility in working hours, options for remote working, and maintaining a healthy work-life balance all aid in motivating employees.

Working conditions affect employees' physical and mental health, productivity, and

job satisfaction. Carl Rogers believed that the work environment should be a place that supports employees' self-actualisation and development. He suggests that when the work environment is full of support, respect and trust, employees' self-concept and self-esteem are enhanced, leading to greater commitment to their work and the realisation of their self-potential. It is evident that a comfortable, safe and productive work environment can motivate employees and increase their productivity, as well as help reduce accidents and injuries at work.

Firstly, a safe, healthy and comfortable working environment is essential. It includes proper lighting, ventilation and temperature control, workplace safety and hygiene, and the provision of necessary protective equipment and measures. In a comfortable environment, employees are able to concentrate more on their work and reduce distractions and interruptions caused by environmental discomfort.

Secondly, it is also important to provide the tools and equipment needed to do the job effectively. This includes appropriate office equipment, advanced technology tools, and the necessary training and guidance. When employees have these handy tools and equipment, they can complete their work tasks more efficiently, increase productivity and speed up progress.

In addition, Flex-time scheduling and remote-work options are part of the modern employee motivation system. This way of working can help personnel achieve a better work-life balance, release work pressure and Increase satisfaction in the workplace. At the same time, it can attract and retain talent.

Finally, work-life balance is also crucial. Employees actively participate in their personal life, rest and recreation after work to prepare for maintaining physical and

mental health and lasting motivation at work. It is achieved through the provision of flexible working hours, leave policies, and employee welfare policies.

Status and Position

Employees' status and position in the enterprise affects their motivation. Frum's expectancy theory emphasises how an individual's expectations of goals and the likelihood of achieving those goals affect their motivation. personnel are more motivated when they believe that their status and position in the enterprise will help them achieve their personal and professional goals. Therefore, providing employees with opportunities for advancement, the status they deserve, and assigning challenging and meaningful tasks can increase motivation. By providing the right status and job hierarchy, enterprises can foster a sense of competitiveness and achievement in their personnel.

Giving personnel an identity and position within the enterprise relates to the positioning of their roles and is also directly related to their self-esteem, sense of belonging and sense of achievement. When employees feel that they have a clear identity and position within the enterprise, their motivation to work is usually significantly enhanced.

Firstly, employees desire to have their contributions valued and recognised. When personnel feel that their contributions are valued and respected, their motivation to work increases.

Second, providing opportunities for advancement is an important means of motivating employees. Employees are eager to make progress and advance in their

career development, and promotion opportunities are the key to their future prospects. Enterprises should provide employees with reasonable promotion paths based on their performance and abilities.

In addition, promotion based on performance is both a recognition of an employee's individual abilities and the maintenance of a level playing field within the entire enterprise. When employees understand that hard work and superior performance will lead to higher positions and greater responsibility, they are more likely to devote themselves to their work and fight for their individual rights and interests in competition.

Also, assigning challenging and meaningful tasks is an effective way to motivate employees. These tasks not only allow employees to feel valued, but also refine their skills and abilities and achieve rapid personal growth.

Finally, the company provides clear status and position levels, so that employees can clearly understand their own positioning and development direction. This helps to cultivate employees' sense of competition and satisfaction, and to explore and stimulate their work motivation and potential.

Through clear identity and position level, employees are given a sense of value and belonging in the enterprise. It can effectively stimulate employees' work motivation and enhance their participation and loyalty, thus promoting the sustainable development of the enterprise.

In short, these elements above together form the core of the personnel motivation system. By addressing each of these aspects, enterprises can shape a professional

atmosphere that motivates employees, encourages them to give their best, remain dedicated and promote the enterprise's enduring success.



Figure 1 Key elements of employee motivation

1.2 Types of personnel motivation systems

Depending on the organisational culture, objectives and employee needs of the business, the types of personnel motivation systems include:

Rewards and Recognition

Reward and recognition includes financial and non-financial rewards. It meets the needs of employees, enhances their motivation and promotes the joint achievement of personal and corporate goals. Reward and recognition system recognises the

efforts, dedication and achievements of employees by giving them financial and non-financial rewards.

There are many specific types of reward and recognition systems and the following are some common forms:

Bonuses and motivation payments are one of the most common forms, which are given to employees based on their performance, tasks completed, goals reached, etc. Bonuses can be fixed or variable and are designed to motivate employees to pursue excellence in performance.

Certificates and medals are non-financial forms of rewards. They are used to recognise the good achievements of outstanding employees in a particular project. Certificates and medals serve as a symbol of an employee's achievement of results and can increase his or her professional satisfaction.

Publicly praising employees at company meetings or other occasions can increase their self-confidence and sense of honour and motivate them to work harder.

Provide employees with benefits such as additional leave, purchase of specific health insurance, and additional training courses to meet their needs in terms of personal life and professional growth.

Implementing a reward and recognition system that takes into account the individual differences and diversity of employees can truly inspire motivation and creativity.

At the same time, the principles of fair and transparent implementation are indispensable, so that a positive and dynamic working atmosphere can be established to promote the long-term development of the company.

Career Development

Career development system, as a kind of personnel motivation system, mainly provides employees with opportunities for growth and promotion within the enterprise. There are several forms of career development system:

Enterprises provide employees with various training courses, such as internal training, professional training, online courses, etc., in order to help employees improve their skill level and broaden their knowledge.

Provide employees with one-on-one career development guidance through the mentor system and career line counselling, etc., to help employees clarify the direction of career development and solve career development confusion.

Set clear promotion channels and career development paths for employees, so that employees can clearly define their own development direction and goals in the enterprise.

Career development system is an important part of the personnel motivation systems, which is of great significance to the personal growth of personnel and the development of the company. The establishment of a perfect career development system can stimulate the enthusiasm and creativity of personnel and promote the sustainable development of the enterprise.

Participatory Management

Participatory management system is a very effective type of personnel motivation systems, which is to allow personnel to participate in the decision-making process, encourage employees to express their views in the decision-making process, and

encourage personnel to put forward constructive comments and suggestions. This fosters a sense of ownership and dedication among personnel, stimulates motivation and creativity, and also improves personnel job satisfaction and loyalty, which in turn promotes the overall development of the company.

There are forms of participatory management systems:

Participatory management system encourages personnel to participate in the decision-making process of the enterprise, including making plans, planning projects, solving problems, etc.. This is achieved through employee representative meetings, regular staff meetings, group discussions, etc.

Participatory management system encourages employees to actively put forward their opinions and suggestions to contribute wisdom to the development of the enterprise. Enterprises can collect employees' opinions and suggestions by setting up suggestion boxes, carrying out employee suggestion collection activities, and establishing suggestion mailboxes.

Participatory management system focuses on cultivating employees' sense of ownership, and regards employees as part of the enterprise. By participating in decision-making and making suggestions, employees can gain a deeper understanding of the operation and development direction of the enterprise, so that they can better contribute to the enterprise.

Work Environment

A positive, secure, and healthy work environment is fundamental to success. By optimising the work environment, employees can be motivated and motivated to

work.

The work environment system is a comprehensive system that includes a wide range of aspects such as physical conditions of the workplace, the availability of resources, the atmosphere of teamwork and the organisational culture.

Physical environment and facilities include comfortable, safe and ergonomic office space and equipment, such as appropriate lighting, appropriate temperature, spacious office space and so on.

Resource equipping is to ensure that personnel have the necessary tools, materials and information resources they need to complete their work tasks, and to reduce work obstacles caused by insufficient resources or tools.

Ensure reasonable working conditions. Reasonable arrangement of workload and time to avoid overwork; ensure efficient workflow to reduce unnecessary delays and errors.

Create a team atmosphere of mutual respect and collaboration, and promote communication and co-operation among employees.

Promote a positive and enterprising corporate culture and values to stimulate employees' sense of identity and loyalty.

A positive, safe and healthy working environment is crucial to the fulfilment of employees' motivation. It directly affects employees' job satisfaction, work efficiency and innovation. A comfortable working environment can reduce employees' stress and fatigue and increase their motivation and commitment. At the same time, a good teamwork atmosphere and organisational culture can enhance employees' sense of belonging and promote long-term cooperation between

employees and the company.

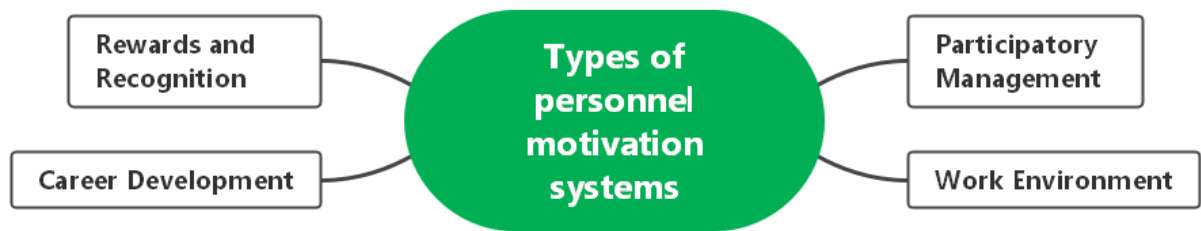


Figure 2 Types of personnel motivation systems

1.3 The Importance Of The Personnel Motivation Systems

Every successful business, institution or enterprise depends on human capital. Employees are the lifeblood of any business and therefore motivation is vital to achieve organisational goals. Motivated employees are more dedicated, more productive and happier at work. Motivated employees also stay with the organisation longer, resulting in less attrition and lower recruitment and training costs. Innovation and creativity also require motivation (Luhova et al., 2022). Motivated workers tend to be more innovative, willing to take measured risks, and capable of unconventional thinking. Motivated employees are critical to responding to changing market conditions and staying ahead of the curve in an ever-changing business environment.

Leads to profitable operations

In today's competitive marketplace, staff motivation systems have come to be

regarded as one of the key factors in driving rapid business growth. A reasonable and effective staff motivation system can enhance staff motivation, improve work efficiency and quality, and then drive the company to achieve profitability goals. In his two-factor theory, Herzberg clearly pointed out that motivational factors (such as achievement, appreciation, meaning and challenge of the work itself, sense of responsibility, promotion, development, etc.) have an important impact on employees' job satisfaction and motivation. He argues that these factors stimulate intrinsic motivation in employees, making them more engaged in their work and more productive, which in turn has a positive impact on the profitable operation of the enterprise.

Firstly, the purpose of an employee motivation system is to motivate employees. By setting up a clear motivation mechanism, companies can encourage employees to be more at ease with their work and take the initiative to seek work improvements, thus enhancing the overall performance of the company.

Secondly, an motivation system can motivate employees to work and make them more focused on their jobs. In such a positive working environment, employees work with more concentration and are happier at work, which reduces the number of mistakes or errors at work and thus improves work efficiency. This enhancement not only helps the daily operation of the company, but also reduces the production cost to a certain extent and increases the profitability of the company.

In addition, the motivation system can attract and retain a large number of excellent talents. In the competitive market environment, a reasonable personnel motivation system can become an important weapon to attract talent. The addition of these

talented people is not only an asset to the enterprise, but also has a positive impact on other employees, further enhancing the overall competitiveness of the enterprise.

High level of productivity

According to Maslow, meeting the high-level needs of employees (e.g. respect and self-actualisation) can stimulate their motivation and creativity, thus increasing productivity. The personnel motivation systems plays an important role in improving productivity, promoting the achievement of organisational goals and facilitating the long-term development of the company. A reasonable and effective personnel motivation systems can stimulate the potential of employees and mobilise their motivation. Motivated employees are more engaged, more focused and more productive in their work. At the same time, it is also more likely to go beyond the regular duties, proactively seeking innovation, discovering new methods, inventing new tools, etc., so as to reduce production costs, improve efficiency and promote the development of productivity. Huawei is a typical example. The company prepares the required working conditions for its employees, and together with a good motivation mechanism for talent mobility, the employees create great wealth for the company. Such positive attitudes and behaviours not only contribute to the development of individual careers, but also to the long-term development of the company.

The best remedy for resistance to change

There is often resistance to change, especially when it involves a major shift in work

processes or responsibilities. However, motivated employees are more able to embrace change, see the potential benefits, and work to implement the necessary changes. This reduces resistance and enables a smooth transition to change in the organisation.

In his three-stage change model, Kurt Lewin states that the change process consists of three phases: unfreezing, change, and refreezing. In the unfreezing stage, overcoming resistance to change is key, and an motivation system can help to unfreeze and create favourable conditions for change by motivating and engaging employees. This suggests that an effective motivation system can motivate employees and make them more willing to accept change, thus reducing resistance to change and promoting the smooth transformation and upgrading of the organisation.

Firstly, an motivation system can enhance employees' awareness and acceptance of change. When employees are aware of the potential benefits that change may bring and have a positive attitude towards change, they will support and participate in the change process. Through an motivation system, companies can communicate the importance of change to their employees and make them realise the positive impact of change on their personal and business development.

Secondly, motivations can also help organisations deal with possible resistance to change. Change often involves a major shift in work processes, responsibilities and other aspects, which may bring some discomfort and pressure to employees. The motivation systems, can give employees certain necessary support, such as providing training, guidance, etc., to help them better adapt to the change and reduce

the resistance to change.

Effective use of HR

Peter Drucker once emphasised the importance of workforce motivation for organisations to utilise their human resources. According to him, employee motivation is one of the key factors that drive organisational progress. When employees have a positive and enterprising attitude, they will be more proactive in participating in their work, utilising their creativity and potential to contribute to the development of the organisation. Jim Collins mentioned in his book "From Good to Great" that a team with the "flywheel effect" can continuously accumulate potential energy to achieve the leap from good to great. Such a team has a high degree of cohesion and collaborative spirit, and can make full use of human resources to promote the sustainable development of the organisation. Therefore, a motivated workforce enables an organisation to make better use of its human resources. Employees are more likely to be assigned tasks that are aligned with their skills, interests and career goals, thus maximising their potential and contribution. This ensures that human resources are utilised effectively and efficiently.

Firstly, motivation systems can accurately match employees to jobs. By gaining an in-depth understanding of employees' skill profiles, interests and career goals, companies can assign jobs or tasks based on employees' strengths and advantages. This kind of personalised work arrangement not only allows employees to make better use of their expertise, but also enhances their job satisfaction and sense of identity.

Secondly, the motivation system can stimulate the potential of employees. When employees feel valued and recognised by the company, they are more likely to put more enthusiasm and energy into their work and actively seek breakthroughs and growth.

In addition, the motivation system can also effectively strengthen the cooperation and communication between employees. When employees feel motivated and supported, in order to solve problems, they will take the initiative to establish a good co-operative relationship with their colleagues and work together to tackle challenges and problems at work. This positive team atmosphere not only strengthens team cohesion, but also promotes the sharing of skills, which in turn promotes the sustainable development of the company.

Satisfaction of employees

Employees who are motivated tend to exhibit higher levels of job satisfaction, contentment with their responsibilities, and a positive attitude towards their workplace. This satisfaction translates into higher morale and loyalty, which is critical to the formation of a positive work culture and to attracting and retaining talent. This is supported by the Two-Factor Theory (TFT) developed by Frederick Herzberg. He argued that certain factors in the workplace (e.g. achievement, recognition, job challenge, etc.) stimulate a sense of satisfaction in employees, which in turn increases their motivation and loyalty. These factors are called "motivators". When these factors are satisfied, employees will feel satisfied and motivated, and this motivation will make employees more actively engaged in their work, improve

the efficiency and quality of their work, and also enhance their sense of identity and belonging to the organisation. Abraham Maslow's Hierarchy of Needs (HN) also emphasises the importance of motivation. When lower level needs are satisfied, people will pursue higher level needs satisfaction. Therefore, by providing appropriate motivations, organisations can help employees to satisfy their needs and thus increase their satisfaction and loyalty.

Firstly, a motivation system can enhance employees' sense of self-worth. When employees are rewarded and recognised for their good work, their own value is affirmed and their sense of self-worth is enhanced. This increased sense of self-worth will make employees love their work more.

Secondly, the motivation system can improve employees' job satisfaction. Reasonable motivation systems can ensure that personnel get the corresponding reward for their efforts. Whether it is material rewards or spiritual recognition, it can make employees feel that they have been duly respected and rewarded. This increase in satisfaction will make employees cherish the work opportunities they have been given and be more willing to contribute to the enterprise.

In addition, the motivation system can also enhance the loyalty of employees. When employees feel the care and support of the enterprise, they will be more willing to work hard for the development of the enterprise, more willing to work together with the enterprise. This increased loyalty not only reduces the turnover rate of employees, but also attracts more talented people to the enterprise.

Minimizes disputes and strikes

Motivated employees are less likely to be disgruntled or angry with the company, which reduces the incidence of disputes and strike action. This maintains the stability of the organisation and allows it to operate smoothly without disruptions or delays from undesirable factors.

Glass McGregor's Theory X suggests that employees are naturally lazy, unmotivated and tend to avoid responsibility. Theory Y, on the other hand, suggests that employees have a desire for self-actualisation and fulfilment of their potential, and that given the right opportunities and environment, they are able to self-motivate and contribute. Although McGregor does not explicitly state that motivation reduces disputes and strike action, his Theory Y implicitly suggests this. This is because if personnel are adequately motivated and recognised, They are more disposed to feel satisfied and loyal, which reduces the likelihood of dissatisfaction and conflict.

Firstly, motivation systems can identify employee dissatisfaction in a timely manner. When personnel feel motivated and valued, They are more disposed to express their ideas to the company and seek solutions to problems rather than hiding them in their psyches. An open and transparent communication environment can resolve employee dissatisfaction and conflicts in a timely manner and prevent problems from accumulating to an unbearable level.

Secondly, the motivation systems can improve employee participation. A positive motivation system can inspire employees to work enthusiastically and participate in various activities of the enterprise. This high level of morale and participation not only enhances the production efficiency of the enterprise, but also creates a positive and energetic work team and atmosphere and reduces disputes and strikes caused by

negative and slack moods.

Finally, by reducing disputes and strikes, the personnel motivation system helps to maintain the stability of the organisation. When employees are satisfied and motivated, even in the face of difficulties, they will face challenges and problems at work with a positive and co-operative attitude instead of adopting confrontational or extreme behaviour. This stable working environment helps the normal operation and development of the enterprise and avoids unnecessary disruptions.

Basis of co-ordination

In a modern enterprise, a motivated, energetic and dynamic workforce is the core driving force that drives the enterprise to keep moving forward and achieve its strategic goals. An effective personnel motivation system is the key to shaping such a team. A motivated workforce promotes better coordination and teamwork. Personnel feel valued and are more willing to co-operate and work towards common goals. Improved coordination leads to better project execution, decision-making and overall performance.

At work, motivated employees are more willing to communicate and collaborate more deeply with team members. This motivation is not only reflected in increased individual productivity, but also in the positive impact on the quality and progress of the work of the team as a whole. Coordination is crucial in teamwork. Good coordination ensures smooth information flow among team members, reduces misunderstanding and conflict among members, and thus enhances the efficiency of task execution and the quality of decision-making. A well-coordinated and effective

team is able to react quickly in the face of challenges and difficulties and work together to find solutions, which in turn leads to higher overall performance.

Stability of the workforce

In a business environment, stability of talent is critical to the success of an organisation. Personnel motivation systems play a key role in employee retention, because when employees feel incentivised in a way that is fair, reasonable and matches their individual contribution, they develop a stronger sense of identification with the business, which reduces the likelihood of leaving.

Firstly, an effective motivation system allows employees to feel valued. When employees see that their efforts are rewarded accordingly, they become more engaged in their work and develop a deep affection for the company. This positive work experience can enhance employees' willingness to stay and make them more willing to develop with the company.

Secondly, the motivation systems can also improve employees' career satisfaction. When employees feel that the work they are engaged in can bring them growth and progress, they will have a strong sense of satisfaction with their own work. This positive psychological state can reduce the turnover rate of employees and make them cherish their current job opportunities.

In addition, maintaining labour force stability has significant economic benefits for firms. Frequent talent turnover means that companies have to constantly recruit, train and adapt new employees, and can also lead to problems such as reduced productivity, discontinuous teamwork and loss of skills. By maintaining the stability

of the workforce, companies can save considerable recruitment and training costs, while maintaining the stability of the team, thus keeping the business running and continuing to grow.

Therefore, the employee motivation systems is of great significance in maintaining the stability of the workforce. Corporations can forge a more resilient workforce, providing a robust foundation that supports their long-term progress and achievement.

Minimises supervision cost

Motivated employees require less supervision and monitoring because they are self-directed and take ownership of their work. This reduces the need for ongoing supervision and oversight, saving the organisation significant time and resource costs. Daniel H. Pink, in his bestselling book *Drive*, details that in the modern work environment, traditional management and motivational approaches (such as the carrot-and-stick approach) are no longer as effective, and that new types of motivation, such as autonomy, specialisation, and a sense of purpose, are more likely to stimulate intrinsic motivation and enthusiasm for work. Such employees are motivated to seek technical and methodological improvements rather than just following instructions from their superiors. For these employees, supervision is not only unnecessary, but may also hinder their creativity and autonomy.

Employees who are effectively motivated usually show good self-direction. These employees have a clear understanding of their work, are clear about their tasks, and are willing to take responsibility on their own initiative. This self-directed work

attitude allows employees to be very proactive in their work and no longer rely too much on guidance and reminders from their superiors. This means that in their daily work, effectively motivated employees are able to consciously abide by the rules and regulations of the company and complete their tasks in strict accordance with work processes and requirements.

What's more, motivated personnel Possess a profound feeling of ownership. They regard their work as part of the development of the enterprise and are willing to contribute to the development of the company. This sense of ownership makes employees value their work and pay more attention to the quality of their work. This part of the employees will not let the enterprise worry and do not need special supervision.

As a result, the cost of continuous supervision and monitoring of employees by the company will be significantly reduced. The company can free up more time and energy to devote to more important work and things, which improves the overall efficiency of the company. At the same time, reducing the cost of supervision also saves the company a lot of time and useful resources that can be used for investment and development in other areas.

Achievement of organisational goals

The employee motivation system also plays an important role in order to achieve the long-term strategic vision and mission of the company. Edward E. Lawler and Lyman W. Porter's Expectancy Theory suggests that employees are motivated when they believe that their efforts will lead to desired performance that will result in

desired rewards. Such rewards include not only material rewards, but also spiritual satisfaction such as recognition and promotion. Therefore, a well-developed motivation system not only motivates employees, but also promotes the close integration of their personal goals with those of the organisation so as to achieve common success. A motivated workforce makes it possible to align individual goals with organisational goals, enabling employees to work towards the successful achievement of those goals. This alignment ensures that employees are working towards the same goals and thus achieving organisational goals.

Employees are more apt to develop a sense of mission when they recognize the direct link between their work and the achievement of the organization's strategic objectives. The motivation systems, through clear goal-setting, reward mechanisms and career development paths, enables employees to clearly understand what value their work can bring to the organisation, so that they can consciously integrate their personal goals into the organisation's objectives. When employees' personal goals are in line with the organisation's goals, the quality and efficiency of their work will be significantly improved. Because they clearly know the importance of their work in achieving the realisation of the goals of the whole enterprise, they will take each task seriously and ensure that their work is timely and efficient.

An effective motivation systems enables employees to understand their role and position in the organisation. When employees realise that their contribution is also important to the success of the business, they develop a strong sense of purpose. This intrinsic motivation will make employees focus more on their work and give their due efforts to achieve the goals of the business. When employees understand that

their success depends on the success of the team, they are also willing to share the experience and methods they have and work together to achieve the corporate goals.

This teamwork spirit can bring stronger competitiveness to the enterprise.

In conclusion, people motivation systems are critical to achieving various organisational goals. They increase profitability, productivity and employee satisfaction while minimising disputes, strike action, supervision costs and turnover.

These systems provide a solid foundation for coordination, stability and achievement of organisational goals, ensuring long-term success and growth.



Figure 3 importance of employee motivation

Conclusions to Section 1

To sum up, this part delves into the theoretical approach to building a personnel motivation system. Firstly, the essence of personnel motivation system is to stimulate the intrinsic motivation and creativity of employees through a series of strategies and means, so that they can better fulfil the tasks assigned by the enterprise.

Secondly, the classification of personnel motivation system is elaborated. This includes material motivations, such as compensation plans, benefits, etc., which motivate employees through material; and spiritual motivations, such as honours, promotion, training, participation in decision-making, and optimisation of the environment, which motivate employees through spiritual and professional development. Material and spiritual motivations are combined with spiritual motivations to achieve a more comprehensive motivation effect. Finally, the importance of personnel motivation system is understood. A reasonable and effective personnel motivation system can improve the job satisfaction of employees, and it is an important tool for enterprises to achieve the expected goals and improve the company's performance and market competitiveness.

Part II: Analysis of the Personnel Motivation Systems of Shenzhen Coman Medical Equipment Co.

2.1 Introduction of Shenzhen Coman Medical Equipment Co:

Shenzhen Coman Medical Equipment Co., Ltd. is a medical equipment company founded in 2002 and headquartered in Guangming District, Shenzhen, China. The primary focus of the company lies in the research, development, and manufacturing of medical devices across multiple domains. These include cardiac diagnosis, ultrasound maternal and infant monitoring, respiratory anaesthesia, infant care, and operating room equipment development.

The company adheres to the user demand-oriented, and is the initiator and advocate of the concept of "speciality-specific" monitors in the industry. For example, the company successfully developed the world's first C60 neonatal monitor, which filled the gap in the field of global neonatal monitoring. The company is also committed to the world's richest monitoring product line, the world's first NICU integrated solution, and the world's first-class operating room/ICU integrated solution.

Adhering to the business philosophy of "Sharing with the world", Komman Medical Equipment Co., Ltd. continuously pursues technological innovation and product quality improvement, and Offers cutting-edge medical technologies, products, and services tailored to suit medical facilities, medical education centers, medical research institutes, and social service and security organizations operating at various levels globally. Coman's medical technology, products and services have been recognised by more than 50,000 medical institutions and social services and security institutions.

2.2 Financial (marketing) analysis of the economic activities of Shenzhen Coman Medical Equipment Co:

Solvency Analysis

The company currently has no debt, revenue is roughly balanced, the company's financial position is relatively sound, and the company's cash flow maintains relative stability. This indicates that the company is very cautious in managing its liabilities.

This could mean that the company is not willing to take on too much financial risk and prioritises the use of owner's equity or internal financing to support its operations and expansion. Without the burden of debt, the company has more flexibility and ability to expand or invest in the future. This helps to enhance the company's market position and competitiveness.

Table 1 Balance Sheet of Shenzhen Coman Medical Equipment Co.(2023 年)

Item	Amount (\$bn)
Assets	
Cash and cash equivalents	10.6
Accounts receivable	0 (payable on delivery)
Inventories	1.3
Fixed assets	2.6
Total assets	14.5
Owners' equity	
Owners' equity	14.5

Analysis of cash flow situation

Coman Medical Devices Ltd. has a solid cash generating capacity in its operating activities, but there is some cash outflow pressure in its investing and financing activities. In 2023, for example, the company spent a considerable amount of money

on salaries and marketing expenses, which indicates that the company invested more resources in sales and marketing. The net cash flow from operating activities is \$670 million, which indicates that the company's major business activities are generating positive cash inflows for the company. The net profit included a portion of non-cash items (e.g. depreciation), resulting in a higher net profit than the actual cash inflow from operating activities. R&D expenses and site rentals were the main cash outflows from investing activities, totalling \$600 million. This shows the company's emphasis on innovation and technological upgrading and its willingness to invest heavily for this purpose. The net cash flow of \$70 million is the combined result of cash flows from operating activities, investing activities and financing activities. Although this figure is relatively small, it shows that the company still has some cash generating capacity on the whole. The cash balance at the end of the period was \$70 million, which may not be enough to support the company's large-scale investment or operating needs in the future.

Table 2 Shenzhen Coman Medical Equipment Co. Cash Flow Statement (2023)

Shenzhen Coman Medical Equipment Company Limited Cash flow statement (2023)	
Items	Amount (RMB billion)
Operating activities	
Sales staff salary	-3.2
Marketing expenses	-2.8
Net profit	10.9

Depreciation	0.8
Net cash flow from operating activities	6.7
Investing activities	
R&D expenses	-5
Rental of premises	-1
Net cash flows from investing activities	-6
Financing activities	0
Cash inflow from financing activities	0
Net cash flow from financing activities	0
Net cash flow	0.7
Cash balance at beginning of period	X
Cash balance at end of period	0.7

Figure 1.5 Cash Flow Statement (2023) of Shenzhen Coman Medical Equipment Co.

Profitability Analysis

From the current situation, Shenzhen Coman Medical Equipment Co. has performed well in terms of sales and profitability, with solid sales and earnings performance. In 2023, for example, the company achieved a total revenue of 6.02 billion yuan, which is able to effectively convert products or services into revenue. The net profit was \$1.09 billion, showing that the company was able to maintain a high level of revenue

while effectively controlling costs and expenses, resulting in good profitability. The sales margin reached about 18.13%, which means that the company was able to generate a corresponding net profit for every certain amount of product or service sold, indicating that the company's profitability was strong. The gross profit margin is even higher at about 80%, which shows that the company still has a large amount of residual profit after removing direct costs, which usually means that the company's products or services have a high degree of competitiveness in the market. With the large amount of overheads in the total expenses (about 59.27%), it is possible that the company is making important investments or scientific research inputs, paying more for management and operation costs. At the same time, the company may also have problems in resource allocation, investing too much resources in some non-core businesses or mismanaging them, resulting in high overheads. The relatively low percentage of financial expenses (about 2.16 per cent) indicates that the company has done a good job in financial management and debt control, and the financial risk is low.

Table 3 Income statement of Shenzhen Coman Medical Equipment Co.

Item	Amount (\$bn)
Revenue	
Sales revenue	60.1
Other income	0.1
Total revenue	60.2
Costs and expenses	

Cost of sales	12.3
Administrative expenses	35.7
Finance costs	1.3
Total costs and expenses	49.3
Net profit	10.9

Analysis of development capacity

In the past three years, Coman Medical Devices Co., Ltd. has been growing its business and increasing its market share. The company has strong innovative research and development capability in the field of high-end medical devices, and good market expansion capability, with several products leading the market share in the country. With the improvement of people's health demand and medical needs, the market space of high-end medical device industry is very large. These factors provide good opportunities for the future development of Coman Medical Equipment Co.

Table 4 Operating Revenue of Shenzhen Coman Medical Equipment Co Ltd for 2021-2023

Operating Revenue 2021-2023	
Year	Sales revenue (\$bn)
2021	25.8

2022	30.5
2023	60.2

Financial Trend Analysis

From the data, Coman Medical Equipment Co., Ltd.'s revenue is growing year by year and its profit is also very good, but its profitability and cash flow situation still need to be paid attention to. At the same time, it needs to strengthen its product research and development and market expansion capabilities to cope with the fierce market competition and meet the growing healthcare needs of the people. In addition, the Company needs to continue to optimise its asset structure, improve the efficiency of asset use and strengthen risk management in order to achieve long-term sustainable development.

2.3 Human Resource Management (Principles of Personnel motivation System, Major Challenges, Opportunities and Threats) of Shenzhen Coman Medical Equipment Co.

Principles of personnel motivation system:

Shenzhen Coman Medical Equipment Company Limited recognises the importance of employee motivation and engagement in achieving its business objectives. The company's personnel motivation system is based on the following principles:

Recognition and Reward

The company believes that employees should be recognised and rewarded for their usual performance and achievements. In order to ensure that employees are rewarded for their efforts, the Company has developed a market-competitive remuneration system. Employees' income will be closely linked to their effort, ability and contribution. In addition to the basic salary, the company also has diversified reward mechanisms, such as performance bonuses, project bonuses, shareholding dividends and so on. In the daily work, the superior gives timely affirmation and praise to the positive performance of subordinates, and inadequacies are also in the face of the place. In the monthly and quarterly, the outstanding employees are selected and publicly recognised within the company. At the same time, the company's benefits are also very generous, such as five insurance and one gold is essential, as well as regular holidays and so on.

Training and Learning

The company encourages the growth and development of its employees by Offering training and educational platforms to facilitate the improvement of their skills and knowledge. This helps employees feel valued and progress in their careers. Regular training programmes, both internal and external, are in place to ensure that employees are continually exposed to new knowledge and skills. The company also provides ample learning opportunities, such as online courses, seminars, lectures, etc., to facilitate employees to learn according to their own interests and needs. For employees who achieve excellent results in learning and training, the company gives appropriate rewards and commendations to motivate more employees to actively participate in training and learning.

Fairness and Transparency

The company strives to uphold fairness and transparency in all HR processes, including compensation, advancement, and performance evaluation. This ensures trust and respect among employees. Through internal communication channels, such as employee handbooks, internal notices and emails, the company discloses important information such as company policies, salary structure, performance evaluation and promotion processes in a timely manner, so that employees can understand the basis and process of the company's decision-making. Employees are encouraged to make suggestions and feedback channels such as suggestion boxes are set up to ensure that their voices are heard and valued. At the same time, the company also provides regular feedback to personnel to help them understand their work life performance and the direction of improvement. Provide clear career development plans and training programmes so that employees understand their development path and the skills they need in the company. Allow employees to define their goals and plan their careers. At the same time, set up a special monitoring organisation, the Reward and Punishment Department, to regularly check and evaluate the implementation of the personnel motivation system.

Work-life balance

The company promotes a healthy work-life balance for its employees through measures such as paid holidays and employee benefits. Employees have reasonable rest time and the company provides sufficient paid leave. Employees can flexibly arrange their leave time according to their own plans and needs, enjoying quality time with family and friends and regaining their energy so that they can better engage

in their work. In addition, the company has generous welfare measures, including five insurance policies, regular medical checkups, and employee training. These benefits give priority to safeguarding both physical and mental health and career development of employees, helping them to cope with various challenges in life and improve their sense of well-being. The company is also advocating the creation of a company culture of work-life balance. Employees are reminded to pay attention to their quality of life, support and understand each other, and work together to Establish a workplace that promotes positivity, wellness, and harmony.

Key Challenges of the People Motivation System:

Despite its commitment to effective personnel motivation, Shenzhen Coman Medical Equipment Co. Ltd. still faces a number of challenges:

Diversity and Inclusion

Managing a diverse workforce with different needs and expectations is a challenge. Ensuring a culture of inclusion and equal opportunity is a major hurdle. In addition to Chinese employees, Komen Medical Devices has 113 expatriate employees from the United States, Japan, and the Philippines, with different geographic, cultural, and educational backgrounds, which makes for a diverse workforce. Employees from different backgrounds have different values, living habits and expectations, which brings great challenges to the company's management. Due to the diversity of employee backgrounds, communication within the company is also more difficult.

Different employees may have different views and interpretations of the same matter, which leads to misunderstandings and conflicts. 5 cases occurred in the first half of 2022, 1 of which led to the departure of 1 foreign employee and 1 Chinese employee.

Retaining key talent

Attracting and retaining top performers is difficult, especially in an industry as competitive as medical devices. The need for talent in the medical device industry is particularly acute as most of the talent required is highly skilled and in very high demand in the market. In such an industry context, key talents are the object of competition among major enterprises. Although Shenzhen Coman Medical Equipment Co., Ltd. has implemented a series of motivations, which may not be in line with the expectations of employees or not enough to meet their needs, there are still a lot of employees jumping ship or leaving the company every year. 2023 recruited 78 new employees, and 17 of them jumped ship to Beijing, Shanghai and other places where the conditions are better. A lot of the company's expenses are still on recruiting and training new people, which increases the cost of production.

Matching motivations with company goals

Matching individual motivations with the enterprise's long-term goals and ensuring that personnel are motivated to contribute to the organisation can be a challenge. In the current situation, it is unlikely that an employee's individual motivation goals will coincide with the company's long-term goals. This may result in employees favouring their personal interests over those of the company in their decisions or

actions. Some of the company's current motivations focus on short-term results, such as sales. However, the company's long-term goals involve brand building, innovative product design or maintenance of customer relationships. It is a challenge to balance short-term and long-term goals to ensure that both receive appropriate attention. Finally, different employees have different motivations and needs. It is also a challenge to design motivations for different employees that match their individual motivations while ensuring that they are aligned with the company's long-term goals.

Opportunities and Threats of People Motivation Systems:

Opportunities:

Excellent working environment

Shenzhen Coman Medical Equipment Co., Ltd. has an open working environment, and the company provides each employee with an independent pantry, where employees can enjoy a comfortable rest time between jobs, thus relieving work pressure, which is still relatively high in terms of employee job satisfaction. The pantry has become a place for employees to communicate and relax, which helps to promote friendship and trust between employees, thus promoting teamwork.

Five employees share a "Human Factors" laboratory and creative workshop, which is used to assist product design and development, stimulate staff's innovative thinking, and promote the continuous updating and optimisation of the company's

products. Employees can try out their ideas in the "Human Factors" lab to accumulate inspiration. Many of the company's products come out from here.

Excellent team

Shenzhen Coman Medical Equipment Co., Ltd. is a young team, the staff are graduated from famous schools and enterprises at home and abroad, with agile thinking and profound knowledge, full of vitality and fighting spirit, dare to face any challenge. They are all skilled in their own way, each with their own strengths, and are able to cope with a variety of complex problems. The team implements a mentor-mentee system whereby the old leads the new. New employees have a mature and perfect induction training, school enrolment mentors throughout the team, social recruiting staff have old staff to assist, so that new employees can quickly integrate into the team, and successfully pass the probationary period. The team also has a good cultural atmosphere: unity and love, help each other, harmonious and cheerful, not to engage in small groups. The company can promote cooperation and communication among team members through team motivations, project motivations and other ways to jointly achieve the organisational goals. At the same time, a good motivation mechanism can also stimulate the staff's sense of innovation and promote the company's continuous breakthroughs in technology and products.

Threats:

Financial constraints

Implementing a strong personnel motivation system may require a large financial

investment, which may be a limitation for Shenzhen Coman Medical Equipment Co. Ltd. because the company has still invested relatively little in employee motivations. Salaries are the bulk of the company's expenses, and performance motivations have yet to fully fulfil their role. If the company is not able to invest enough money to support the personnel motivation system, the system may not be able to achieve the expected results and may even lead to a decline in employee morale, which may have a negative impact on the overall performance of the company.

Legal and Compliance Issues

The medical device industry is subject to strict regulatory and supervisory requirements, and companies need to comply with relevant laws and regulations to ensure the quality and safety of their products. If the motivation system violates the regulatory requirements, or if employees violate the law at work, they may face legal risks and reputational damage, bringing unnecessary trouble and losses.

Lagging motivation Strategies

The medical device industry is changing very rapidly, and companies face constant technological and market changes with new technologies and products emerging all the time. A company's inability to keep up with the pace of change, or a lack of ability on the part of management and employees to cope with change, may result in the company losing the advantage it already has over the competition. Adjustments in corporate motivation strategies often lag behind changes in employee needs. This will result in the company's motivations also failing to keep pace with the times and failing to meet employees' expectations or aspirations. If the motivation system also has to keep up with the pace of change, it will not be able to adapt to the new situation.

Conclusions to Section 2

To sum up, Coman Medical's performance in personnel motivation systems is positive, but it still needs to be optimised and improved in many aspects in order to maintain the company's long-term stable development.

Shenzhen Coman Medical Equipment Co., Ltd. has established a relatively perfect personnel motivation systems, which is based on the core principles of recognition and rewards, training and learning, fairness and transparency, and work-life balance, and aims at building a healthy working environment, which has stimulated the motivation of employees and attracted a large number of talents. However, as the company's business expands and the market environment changes, the motivation system faces the challenges of diversity and inclusion, retaining key talent, and aligning motivations with the company's goals.

In terms of opportunities, Komen Healthcare has an excellent working environment and team, which provides employees with the motivation to work and the long-term growth of the company. However, challenges are also evident. Financial constraints may affect the improvement of the company's motivation systems, and legal and regulatory issues may pose limitations on the development and implementation of motivation policies. In addition, the lagging nature of the motivation strategy means that the company has to keep an eye on the changes in the market and the needs of the employees, and respond and adjust quickly.

Part III: suggestions for developing the personnel motivation systems at the modern enterprise

3.1 Recent approaches to the personnel motivation systems .

Goal Setting and Clarity

In order to motivate employees, the company sets clear, executable and achievable goals. These goals should be in line with the company's strategic plan and also take into account employees' personal development and career prospects. By setting common goals for individuals and teams, and reviewing and adjusting them on a regular basis, you can ensure that employees know exactly where they are going, so they can work harder to achieve their goals and, indirectly, the company's goals.

According to Maslow, when a person's lower level needs are satisfied, he or she will turn to seek the fulfilment of higher level needs. According to Maslow's Hierarchy of Needs theory, the needs of employees in realising self-worth and sense of achievement are increasing step by step, and clear and measurable goals are an effective way to satisfy this need. It is best if the company's strategic plan is aligned with employees' career plans, as this will unleash their creativity and motivation. Apple uses this approach. It encourages employees to set challenging goals, and employees work with their supervisors to develop clear career development plans and provide the necessary support and resources to help them achieve those goals. E.A. Locke, a professor of management and psychology, also believed that "goals" were useful for motivation. He was the first to put forward the "Goal Setting Theory" in 1967, that the goal itself has a motivational role, the goal can change human needs into motivation, so that people's behaviour in a certain direction, and their own behavioural results and the established goals, timely adjustment and modification, so that the goal can be achieved. adjustments and corrections, so that the goal can be

achieved.

Team building activities

Team building activities constitute an efficient approach to promote communication, collaboration and cohesion among employees. The company can regularly organise all kinds of team building activities, such as theme sharing sessions, collective dinners, team games, etc.. Through these activities, not only can they enhance the understanding and trust among employees, but also cultivate their team spirit and sense of cooperation. This approach is based on the theories of social psychology and organisational behaviour, especially team dynamics and group processes.

This theory focuses on the interactions and influences between members within a team and how these interactions affect the overall effectiveness of the team. Team building activities can be designed to increase opportunities for contact and communication among members, thereby promoting mutual understanding and trust among team members. According to American scholars Barry J. Nalebuff and Adam M. Brandenburger(1997), in a competitive environment, cooperation and competition are not mutually exclusive, but can coexist. Team building activities constitute an efficient approach to promote co-operation and communication among employees. By completing tasks together and sharing experience and knowledge, employees can improve their understanding and trust, and form a closer team relationship.

This is currently a more common method of motivation. Such as team dinners, which is a relatively easy way of team building, can promote exchanges and

communication between employees in a relaxed atmosphere. Some interactive games are designed during the potluck to increase the interaction between employees. These activities not only enhance employees' physical fitness, but also develop their teamwork and problem-solving skills in the face of difficulties.

Training and promotion opportunities

According to Peter Drucker, a famous American management scientist, Offering employees continual learning and development opportunities not merely enhances their competency and expertise, but also kindles their enthusiasm and dedication towards work. When employees feel that they have a clear career path and opportunities for continuous improvement in the company, they will be more committed to work and Promote the enduring development and enhancement of the organisation. Drucker also put forward the concept of "knowledge workers". He believed that training and advancement opportunities are an important form of motivation for knowledge workers. Drucker's approach to motivation is practical and is used by most companies today.

It can be seen that training and upgrading opportunities is a crucial approach in the motivation system, which is based on human resource management and adult learning theories, especially the concept of self-directed learning and lifelong learning in adult learning theories. This approach emphasises on stimulating the potential of employees and enhancing their skills and knowledge through the provision of continuous learning and development opportunities, thus contributing to the mutual growth of the individual and the organisation.

By communicating with employees to understand their career development plans and learning needs, it ensures that the training content provided matches their personal goals. Modern companies use both online and Offline methods of training can be utilized to cater to the diverse learning requirements of employees. Lectures, seminars and other forms are also used to ensure flexibility and effectiveness of training. The training not only focuses on the theoretical level, but also on practice and application, helping employees to transform what they have learnt into practical working abilities.

3.2 problems for the personnel motivation systems

Despite recent approaches, people motivation systems often face the following challenges:

Generational differences

The theory of generational differences was first developed in the 1950s by the German sociologist Karl Mannheim. According to Mannheim, a 'generation' is a group of individuals who experience a shared period in the course of societal development, and this common background gives rise to similarities in the experiences of these people, which are reflected in convergence in ways of thinking and patterns of behaviour. Currently, the main generations are the Millennials and the Baby Boomers. Millennials, also known as the "millennial generation" or "millennials", usually refers to the generation born between the conclusion of the

20th century and the dawn of the 21st century, which grew up in an era of rapidly expanding information and technological development. They pay more attention to work-life balance, pursue personal and career development together, and expect to gain a greater sense of experience and satisfaction at work. In contrast, the Baby Boomers, a generation born between the 1940s and the 1960s, grew up in an era of economic prosperity and social stability, and place greater value on job security and career stability.

Nowadays, it's becoming more common for multiple generations to work together. It's not easy for Millennials and Baby Boomers to get along at work because different generations have different values, expectations and motivations. Millennials may seek work-life balance and career advancement, while Baby Boomers seek job security. These needs take time to balance. As multigenerational workplaces become more common, how to effectively motivate different generations of employees becomes an important issue that companies and managers must face.

The significant differences in work values and expectations between Millennials and Baby Boomers present a considerable challenge to traditional motivational approaches. The challenges posed by this generational difference are mainly manifested in the following aspects:

First, conflicting values. Employees of different generations differ significantly in their values, which can lead to barriers to understanding and communication in the workplace. For example, Millennials may be more focused on personal growth, while Baby Boomers may be more focused on team stability and traditional values.

Second, motivational approaches differ. Due to different values, traditional methods

of motivation may no longer work for all employees. Millennials, for example, are not just satisfied with high salaries or promotion opportunities; they want challenging and meaningful work, and they juggle work-life balance. For baby boomers, on the other hand, job security and job stability may be more important and dependable.

Third, management style differences. Employees of different generations expect different management styles. Millennials may expect a management style that is more open, flexible, and novel, while Baby Boomers may prefer a management style that is more traditional, controlled, and predictable.

Advances in technology

In the digital age, traditional methods of encouraging employees may need to work better (Mbah , 2023). Remote employment, flexible working hours and digital communications have transformed the workplace. This is manifesting itself in:

The effectiveness of traditional methods of motivation is declining. In the digital age, many traditional methods of motivation may not be as effective as they used to be. For example, simple material rewards or promotion opportunities may no longer meet the deeper needs of employees.

Remote work and digital communications have impacted motivational approaches. With the popularity of remote employment and flexible working hours, traditional face-to-face motivation becomes difficult to implement. While digital communications bring convenience to work life, they also make it more difficult to

connect emotionally with people.

Ensuring the security and privacy protection of employee data is also an important challenge in the digitalisation process (yanzhang,2014) . Because motivation systems need to collect and use employees' personal data, how to protect employees' privacy and information security is also a pressing issue.

Cultural Diversity

Cultural diversity is also a factor that cannot be ignored in the construction of personnel motivation systems. Today's international workplaces are populated by employees from diverse cultural backgrounds. Inclusive and motivating workplaces need to understand and respect employees' cultural differences and preferences.

Firstly, there are barriers to communication. Employees from different cultures may use different communication styles and body language. This can lead to poor employee communication and mutual understanding, which can affect the effectiveness of motivations.

Secondly, there are significant differences in values and preferences. Employees come from different cultures and their values and preferences may be very different. For example, Eastern cultures may emphasise collectivism and obedience to authority, while Western cultures place more emphasis on individualism and independent thinking. motivation systems need to be flexible to accommodate these different values and preferences.

There is also the fact that religious beliefs and practices vary. Employees may hold different religious beliefs and customs, and these factors can affect their attitudes,

approaches and behaviours at work. The motivation system needs to be designed to take these religious beliefs and practices into account and avoid conflict or contradiction with them.

Economic Uncertainty

The global financial crisis and the outbreak of COVID- 19 have further complicated employee motivation. Job security, finances, health and safety are top priorities for many workers. These challenges manifest themselves in several ways:

First, job security has become precarious. At this stage of the global financial crisis, the U.S. continues to raise interest rates, and the risk of economic uncertainty has increased. Employees are more worried about losing their jobs or taking a pay cut. This uncertainty reduces their commitment and loyalty to their jobs, making traditional performance-based motivations potentially less effective.

Secondly, there is an increase in household financial stress. Currently, inflation is more severe and family financial pressures are on the rise, making employees more desperate for direct financial support rather than motivations. This can make motivations less effective. This requires organisations to think about how to set employee salaries appropriately.

Third, health and safety concerns. the COVID-19 outbreak, not only poses a serious threat to employees' health, but may also have a long-term impact on their mental health. Employees will give greater priority to their physical and mental wellbeing, and place a heightened emphasis on their personal lives compared to the past, which puts new demands on companies' motivation strategies.

Burnout and Stress

Employee burnout is common in the modern fast-paced work environment (Maslach and Jackson , 1981). Burnout and stress continue to be a major enemy of modern corporate personnel motivation systems. These issues not merely impact the well-being of employees physically and mentally, but also result in diminished work efficiency and potentially a surge in employee turnover. The following is a detailed analysis of this challenge:

First, burnout and stress lead to decreased work efficiency. Burnout and stress can cause employees to feel exhausted, making it difficult to concentrate and raise their spirits to complete their work. This seriously affects the process and quality of work and can also lead to a lag in work progress. Tired and anxious employees need more active input and attention from the company.

Secondly, employees' physical and mental health is damaged. Being under high pressure for a long time, people will suffer from psychological problems such as insomnia, anxiety, depression, and even physical illnesses. This will not only affect the personal health of employees, but also may cause unnecessary economic burden and loss to the enterprise.

Third, the risk of employee turnover increases. Burnout and stress may make employees feel disgusted with their jobs and thus consider looking for more relaxed and friendly jobs. This will cause a brain drain from the organisation and increase the cost of recruiting and training new employees.

The problems mentioned above are problems that have to be faced in improving the

staff motivation system.

3.3 Program of the personnel motivation systems improvement

Modern workplace dynamics are forcing companies to rethink the way they motivate their employees. They are realising that individualisation and flexibility are essential and that one-size-fits-all strategies are ineffective (Medvedeva, 2023). Various strategies have emerged to meet the needs of different workers, including:

Flexible working arrangements

With the changes in modern working practices, employees are demanding more flexibility and autonomy in their working hours. As a result, companies may consider adopting flexible working arrangements. for example telecommuting, flexible hours and shortened work weeks. Such arrangements can not only help personnel achieve a better work-life balance, but also increase employee productivity and satisfaction.

In the modern work environment, there is a growing need for work-life balance among employees. In order to motivate employees more effectively and increase their job satisfaction and motivation, it has become crucial to implement flexible working arrangements. Below is a detailed personnel motivation improvement plan:

Telecommuting

This model is usually implemented through third-party remote control software,

such as remotely controlling office equipment through mobile phones or computers, or using software tools (zoom) to enable corporate teleconferencing, etc. With the continuous development and popularisation of Internet technology, telecommuting has become an option for more and more companies and individuals. Employees can work or work from home or away from the office, reducing the time and stress of commuting to work and increasing the flexibility of work and life.

The following implementation strategies can be tried for telecommuting operations:

Determine which positions are suitable for teleworking, such as technical positions, sales or marketing positions, etc.

Provide the necessary telecommuting or working tools, such as video conferencing software (zoom, QQ), project management tools, etc.

Set clear meeting content and communication work hours to ensure collaboration between teams is not compromised or disrupted.

Flexible working hours

Employees can flexibly adjust their working hours according to their own living and working habits, thus improving work efficiency. For example, for early riser type employees, who work better in the morning, they may choose to work in the morning, which helps them to spend the best part of the day with the best energy to complete the tasks assigned by the company. While night owl type employees, who work better in the evening, may prefer to work in the evening, which is more in line with their biological clock and habits. By having a flexible work schedule, employees can better manage their energy so that they can work at their best. During the same period, this flexibility can also help reduce work stress and enhance employees' motivation

and satisfaction at work.

The strategies for flexible working hours arrangement are as follows:

Communicate with employees to understand their work time preferences and peaks in productivity, and stagger work schedules.

Allow employees to organise their working hours autonomously within certain limits, e.g. core working hours are fixed and other hours can be flexibly adjusted.

Ensure collaboration and contact between teams is not compromised, e.g. regular meetings are held on time.

Shorter working week

Employees can work fewer days but keep the same number of hours, allowing more time for rest and recreation.

Implementing strategies to shorten the work week is:

Assessing the viability of the company's business and the willingness of the employees to determine whether it is appropriate to implement a shortened working week.

Adjust the working hours, e.g. from a five-day to a four- or four-and-a-half-day working week, but with a corresponding increase in the number of working hours per day.

Ensure that task quality and work efficiency are not compromised by redistributing work tasks or reprioritising work.

Management support

The implementation of flexible working arrangements is supported by management.

Management needs to actively advocate and engage with flexible working

arrangements, Underlining the importance they assign to enabling work-life balance for their workforce.

Communicate regularly with management to ensure they are aware of the implementation and effectiveness of flexible working arrangements.

By implementing flexible working arrangements, organisations can better meet their employees' needs for Balancing work and personal life to enhance job fulfillment and motivation. This will help reduce staff turnover, improve productivity and create greater value for the organisation.

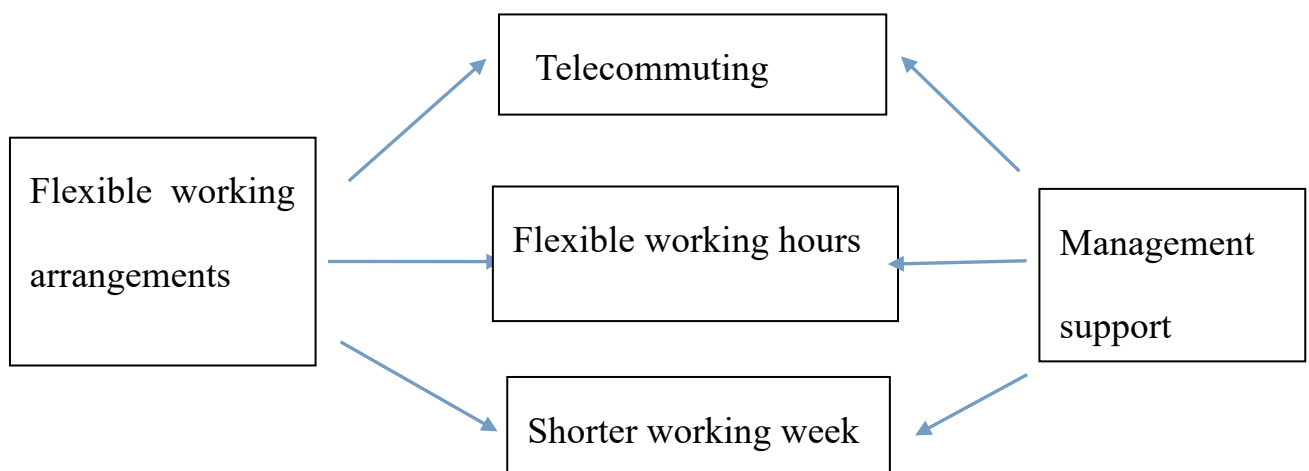


Figure 4 Flexible working arrangements

Possibilities for career development and growth

In the current workplace environment, the possibility of career development and growth is an important consideration for many employees when choosing a job.

Clear career paths and opportunities to develop skills are attractive to many

employees and can also inspire potential and enthusiasm. Companies devote resources to training, mentoring and career development programmes to encourage their personnel and thus drive continued growth.

Firstly, a clear career path helps employees to plan their vision. When employees understand their path to advancement in the organisation and the knowledge and competencies they need to possess, they are more intentional in planning their careers and working towards them. This helps employees better understand their career position and direction, reducing career confusion and uncertainty.

Secondly, opportunities for skills development are also one of the key elements to attract employees. With the constant changes in technology and the market, employees need to continuously learn and upgrade their skills (Austin and Jali's behavioural learning theory) to adapt to the demands of the workplace. By investing in training, mentoring and career development programmes, companies can provide employees with continuous learning opportunities to help them acquire new knowledge and skills to become more competitive.

In addition, training, mentoring and career development programmes can enhance personnel's sense of belonging and loyalty. When employees feel that the enterprise values and supports their career growth and development, they will value the job more and be willing to put in more effort for the company. This positive employee mindset and behaviour will help to improve the overall performance of the company and team cohesion.

In order to give full play to the motivational role of career development and growth possibilities, companies can take the following measures:

First, develop a clear career development plan. The company should work with its employees to develop a clear career development plan that identifies promotion paths and required skills and provides employees with a clear direction for Career progression and enhancement.

Second, Offer a diverse range of training and growth possibilities. The enterprise can provide diversified training and development opportunities according to the needs and interests of employees, including In-house training, Off-site training, online courses, etc., to meet the different learning needs of employees.

Third, establish a mentor system. The company can establish a mentor system where experienced employees act as mentors to provide guidance and assistance to new employees and promote their growth and development.

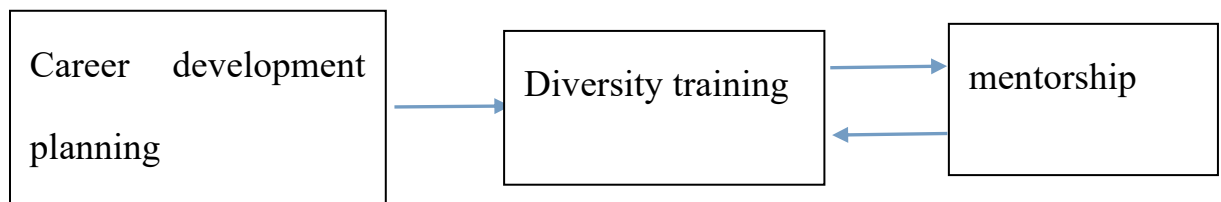


Figure 5 Possibilities for career development and growth

In conclusion, clear career development paths and opportunities for skill development have a guiding effect on employee motivation. The company should pay attention to the issue of enterprise' s career growth and provide enterprise with a good environment for job growth and career advancement prospects in order to stimulate their work potential and creativity and foster sustainable growth of the company.

Recognition and Reward

Rewards and recognition are important means to motivate employees. When enterprise feel that their efforts are seen and recognized, they will be more actively engaged in their work and generate stronger work motivation. Companies can establish a diversified reward system, including material and spiritual rewards, to meet the needs of different personnel. For example, monthly, quarterly and annual outstanding employee awards, as well as project completion awards and innovation awards can be set up to recognise employees' outstanding performance and contribution. It is also important to give verbal praise and encouragement to employees in a timely manner. This motivation system is also related to Maslow. Abraham Maslow proposed the Hierarchy of Needs Theory, which states that people have different levels of needs, including physiological needs, safety needs, social needs, respect needs and self-actualisation needs. Reward and recognition mechanism can satisfy the respect needs and self-actualisation needs of employees, thus increasing their motivation and satisfaction. Starbucks is known for this type of motivation. It has established a system called Starbucks Partner Recognition to recognise and reward employees who perform well at work and provide excellent customer service. The system includes a variety of rewards such as certificates of merit, medals, and small gifts to motivate employees to continue their efforts.

Modern companies are increasingly preferring to use peer-to-peer recognition and reward mechanisms to motivate their employees as it is more specific, personalised and immediate.

Peer-to-peer recognition and rewards refer to the direct and specific recognition and

rewarding of an employee for a particular behaviour or achievement. Compared to traditional annual appraisals or general praise, peer-to-peer recognition is more specific and can pinpoint what an employee deserves to be praised for. This immediate feedback allows employees to immediately understand how their performance is being perceived, so they can adjust their work direction or strategy in a timely manner.

Here are some key implementation tips for peer-to-peer recognition and rewards:

First, clarify the recognition criteria. Be clear about what constitutes a behaviour or performance worthy of recognition and reward. When giving recognition, describe specifically what behaviours or achievements of the employee are worthy of praise. Avoid generalised praise, such as "you did a great job", and instead specify which project, process or decision was recognised.

Second, recognition should be immediate. When employees engage in praiseworthy behaviour or achieve results, feedback is given immediately. This immediacy reinforces positive employee behaviour and encourages them to continue their efforts.

Third, implement a personalised reward strategy. Recognition and rewards should be based on employees' personal characteristics and preferences. Different employees may respond differently to different types of rewards, so it is more effective to understand employees' preferences and reward them accordingly.

Fourth, diversify rewards. In addition to traditional bonuses and promotion opportunities, explore alternate means of recognition, including extra vacation days and career enhancement programs, and tickets to company events. These diverse

rewards can meet the needs and interests of different employees.

Fifth, implement a transparent and fair recognition process. Ensure that the recognition and reward process is transparent and fair. Employees should be aware of the criteria and process of recognition and rewards to ensure they feel they are being treated fairly.

Finally, recognition should be ongoing. Recognition and rewards should not just be a one-off event, but should be part of the company culture on an ongoing basis. Through regular peer-to-peer recognition and rewards, a company can create a positive work atmosphere that encourages employees to continually strive for excellence.

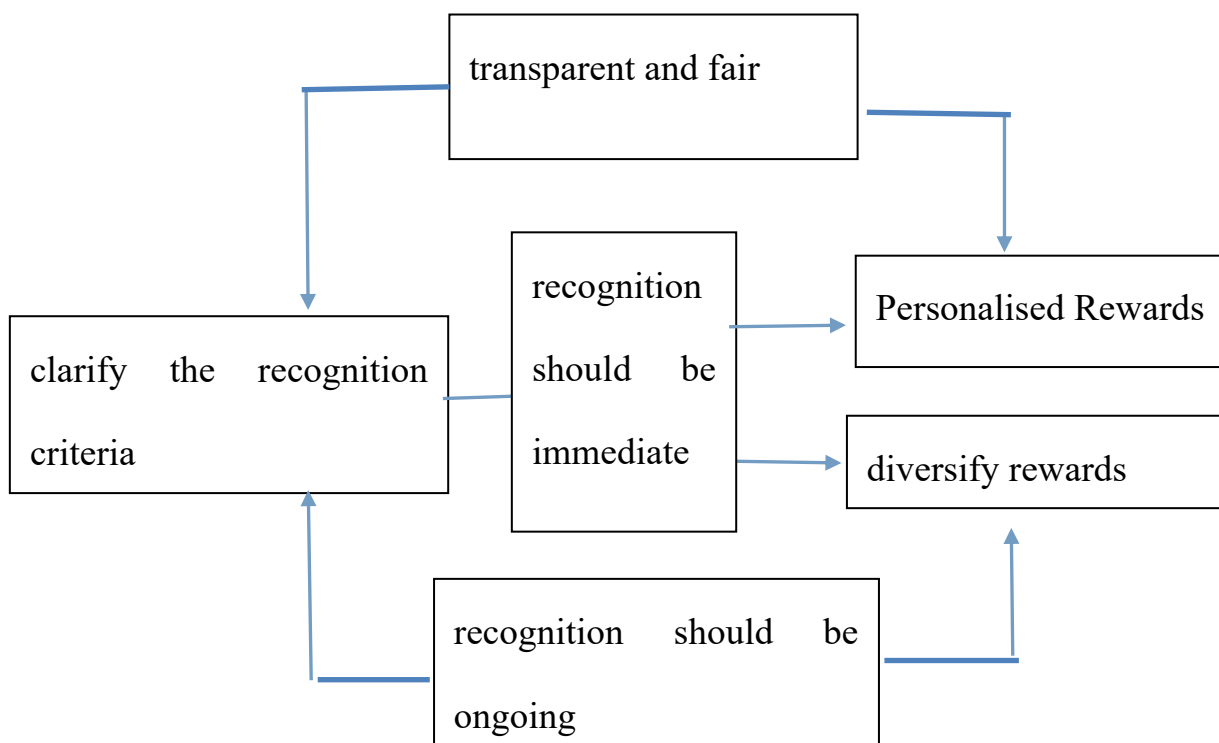


Figure 6 Peer-to-peer recognition and rewards

In conclusion, peer-to-peer recognition and rewards are an effective way to motivate employees. Through this type of motivation, a company can inspire its employees to

work with passion and increase employee satisfaction, which in turn contributes to the overall performance of the organisation.

Health and work life balance

The well-being of employees is of paramount importance. The well-being and happiness of employees is an important topic that no organisation should ignore.

Workplace wellness, mental health and work-life balance programmes are gaining increasing popularity in today's rapidly evolving workplace. Healthy personnel are not only an important source of productivity, they are key to the continued growth and innovation of an organisation. Therefore, we need to place a high priority on employee health and work-life balance and take active steps to improve and enhance it.

Health First

Employees' health is the foundation of their work and life. For this reason, we need to implement a series of health promotion programmes:

Firstly, regular health checks. The company provides comprehensive physical examination services for employees to ensure that they are aware of their health status and that potential health problems are prevented or treated in a timely manner.

Second, health education and promotion. Through lectures and seminars, we convey knowledge about healthy diet, exercise and mental health to employees to help them establish a healthy lifestyle.

Third, improve health and exercise facilities and resources. Provide equipment

resources such as gyms and sports and fitness facilities at workplaces to encourage employees to engage in physical activities during work breaks or rest time.

Mental Health Care

Besides physical health, mental health is also of utmost importance. We need to provide employees with appropriate support and services.

Provide professional psychological counselling services to help employees proactively cope with work pressure, emotion management, interpersonal relationships and other challenges to promote their mental health. Assist personnel in developing strategies and schedules for efficient time utilization, enabling them to strike a healthier balance between work and personal life, thus minimizing work-life tensions and disparities.

Work-life harmony

For the purpose of maintaining a balanced work-life harmony, we must embark on the journey by addressing the subsequent areas:

Provide flexible work schedules and teleworking options to enable personnel to better manage their time and work, thereby achieving a better work-life balance.

Encourage personnel to set clear boundaries between work and personal life to avoid excessive intrusion of work into personal life and to ensure that employees have sufficient time for rest and recreation.

Implementation and Evaluation

The implementation of these programmes requires the support of the organisation's senior management and the participation of all employees. We will evaluate the effectiveness of the programmes through regular employee satisfaction surveys and

health indicator monitoring, and make adjustments and optimisations based on the feedback.

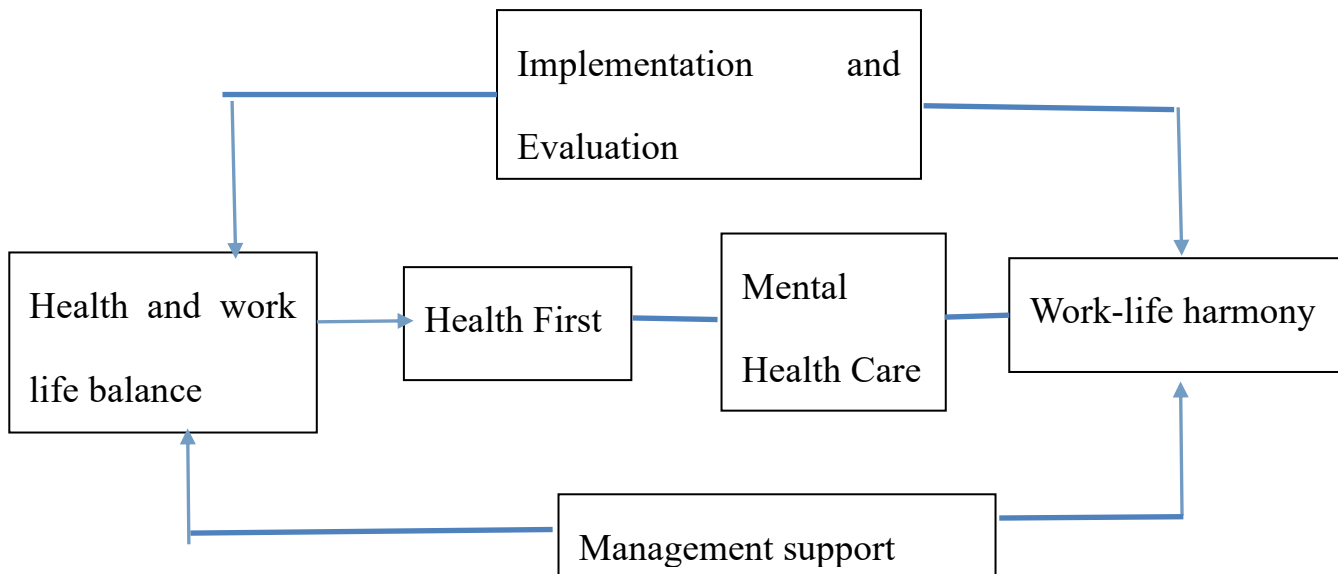


Figure 7 Health and work life balance

The wellbeing of employees is the crucial pillar supporting corporate development. The implementation of a motivational improvement programme, "Health and Work Life Balance", not only enhances the well-being of employees, but also strengthens organisational cohesion and satisfaction.

Inclusive and diverse workplaces

It is vital for organisations to inspire motivation and creativity in their workforce. Diversity-friendly workplaces motivate and engage good employees and bring out

their creativity. Creating an inclusive and diverse workplace is not only about attracting and retaining talent, it is also an ethical responsibility and an effective motivator.

Inclusivity

Inclusivity means a work environment that is open and respectful of differences, where every employee feels valued and belongs. In such an environment, employees no longer have to worry about being discriminated against or excluded on the basis of their personal backgrounds, opinions or beliefs, and are thus able to freely express their opinions, share their ideas and actively participate in team discussions and decision-making.

Diversity

A diverse workplace brings together employees from different backgrounds, cultures and areas of expertise. This diversity brings a wealth of perspectives, ideas and solutions to the team, helping to drive innovation and address complex challenges. At the same time, diversity builds employees' cross-cultural communication and collaboration skills, enhancing the efficiency and results of the entire team.

Celebrate Diversity

Celebrating diversity is an ethical behaviour that emphasises respect and equal treatment of individual differences. By organising events such as cultural festivals and diversity weeks, employees have the opportunity to showcase their own cultures and specialities, and enhance their understanding and recognition of each other. Such celebrations not only create a positive working atmosphere, but also motivate employees to be more engaged in work and contribute to the success of the enterprise.

Motivation

An inclusive and diverse workplace motivates personnel to work harder. When employees feel that their differences are accepted and respected, they feel more confident to fulfil their strengths and potential. At the same time, this environment inspires teamwork and a willingness to co-operate among employees, prompting them to participate more actively in team activities and projects.

The following measures can be implemented to improve the working environment of employees:

Firstly, formulate relevant policies. Clarify the company's values and principles of inclusiveness to ensure that all employees are treated fairly.

Second, provide necessary training and support. Provide employees with multicultural and inclusive training to help them increase their understanding of and respect for different cultures.

Third, establish communication channels. Encourage personnel to give feedback on diversity and inclusion to resolve issues and improve the work environment in a timely manner.

Fourth, organise celebrations. Regularly organise diversity celebrations, such as cultural festivals and art exhibitions, to enhance employees' sense of belonging and team cohesion.

Improving the working environment for employees

formulate relevant policies
Clarify company values
Clarify principles of inclusiveness
Fair treatment of employees

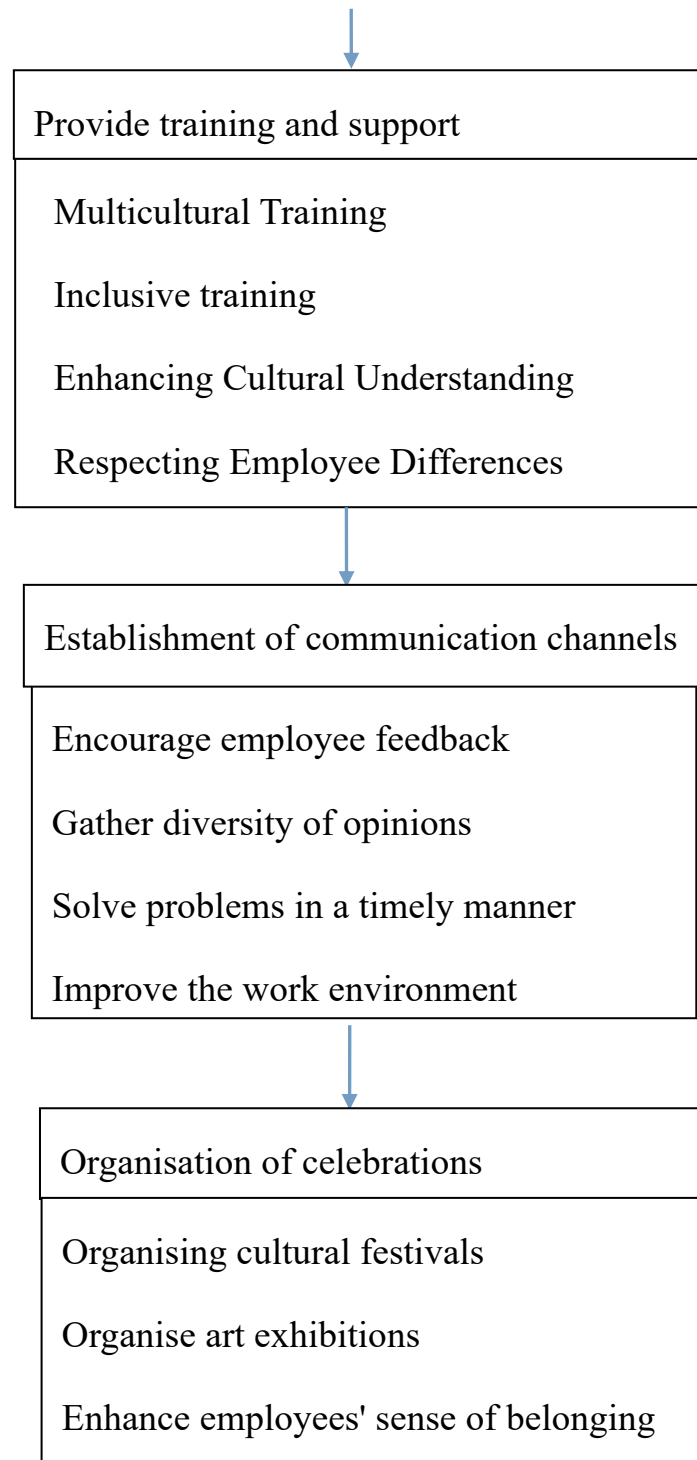


Figure 8 Improving the working environment for employees

Creating an inclusive and diverse workplace is an important means of increasing employee motivation and engagement. By celebrating diversity, it conveys respect and recognition for enterprise while creating a positive, healthy and creative work environment. Such an environment helps to stimulate employees' intrinsic motivation and increase their job satisfaction and loyalty, thus Building a robust foundation to support the company's enduring development.

Data-driven insights

As data analytics and artificial intelligence technologies continue to evolve, companies are beginning to use them to gain insights into the preferences and motivations of their employees. Data analytics is helping companies understand employee preferences and motivations. The data-driven approach helps them to adjust their motivational techniques. Data-driven insights provide companies with unprecedented opportunities to motivate employees in a more precise and personalised way. Through data analytics, companies can better understand the needs, expectations and behavioural patterns of their employees so that they can adjust their motivation strategies to improve employee satisfaction and performance. The application of data analytics in corporate motivation strategies is mainly reflected in the following aspects:

First, analysing employee preferences. By analysing employees' survey data, social media activities, online behaviours, etc., companies can understand employees'

interests, hobbies and preferences. For example, certain employees may prefer flexible working hours, while others may value career development opportunities. By understanding these preferences, organisations can more accurately adjust their motivation strategies to meet the different needs of their employees.

Second, analyse the relationship between performance and motivation. Data analysis can help companies explore the relationship between employee performance and motivation. For example, companies can find that certain motivations (e.g., bonuses, promotion opportunities, etc.) are more effective in improving personnel performance. Based on these findings, companies can optimise the motivation mix to improve personnel performance and Comprehensive performance.

Third, employee turnover prediction and intervention. By analysing data on employee turnover, satisfaction, and performance, companies can predict which employees may be at risk of turnover. Based on this, companies can take targeted interventions, such as providing personalised motivation packages and improving the working environment, to reduce employee turnover.

Benefits of a data-driven motivation strategy

By understanding employee preferences and motivations, companies can provide personalised motivation programmes for each employee, thereby improving motivational effectiveness. Data analysis can help companies predict employee behaviour and needs more accurately, providing a more reliable basis for decision-making. Based on data analysis, companies can continuously optimise and adjust their motivation strategies to adapt to employee needs and market changes.

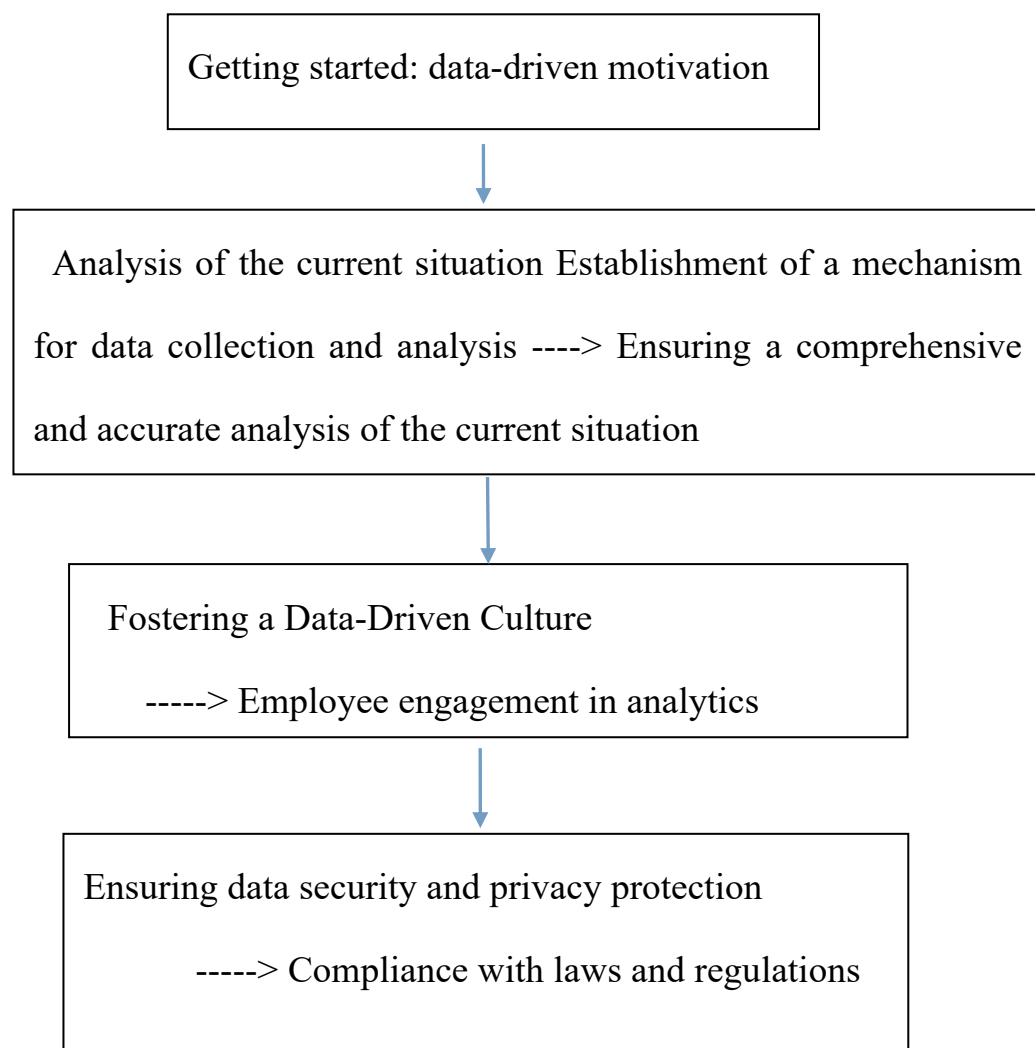
The data-driven motivation strategy is envisaged as follows:

First, establish a data collection and analysis mechanism. Enterprises should establish a comprehensive data collection and analysis mechanism to ensure that they can receive comprehensive and accurate employee data.

Second, cultivate a data-driven culture. Enterprises should encourage personnel to actively participate in the data analysis process and foster a data-driven decision-making culture.

Third, ensure data security and privacy protection. When collecting and analysing employee data, Corporations must adhere strictly to pertinent laws and regulations in order to safeguard the security and confidentiality of employee information.

Data-Driven Motivational Strategies:



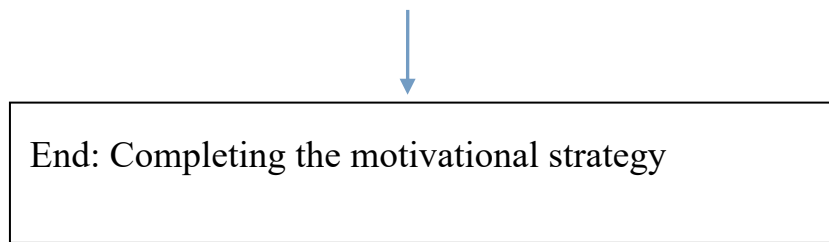


Figure 9 Data-driven motivational strategies

Data-driven insights provide companies with valuable information about employees and their behavioural patterns, enabling them to adjust their motivation strategies more precisely to meet employee needs and improve employee satisfaction and performance. Organisations should make full use of data analytics to continually optimise and improve motivation strategies for sustainable growth and competitive advantage.

Empowerment and Autonomy

In today's world, the traditional centralised decision-making model is gradually breaking down. More and more organisations are beginning to recognise that empowering employees to make decisions can significantly increase their job satisfaction and engagement. Allowing employees to make decisions may motivate them. As organisations decentralise decision-making, employee engagement is increasing. This shift not only reflects the organisation's trust in its employees, but

also its recognition of their abilities. When employees are empowered to make decisions, they feel that their value and status are enhanced and thus become more actively involved in their work. This is because when employees are empowered to make decisions, they become more aware of the impact of their decisions on the company and thus take their work more seriously and work harder to achieve their goals. Employees who take ownership of their decisions are usually more open to trying new approaches and strategies, which can help drive innovation and growth in the organisation. Empowerment and autonomy can also foster co-operation between teams. When employees have some decision-making authority, they are more motivated to collaborate with other team members to solve problems.

So how can you get employees involved in decision-making?

Firstly, clarify the scope of delegation. In implementing empowerment and autonomy within an organisation, it is important to first clarify the scope and boundaries of empowerment. This helps to avoid abuse of power and poor decision-making.

Second, provide training and support. To ensure that employees are competent in decision-making, organisations should provide them with the necessary training and support. This includes skills training, decision-making tools and methods, and so on.

Third, establish a feedback mechanism. The organisation should establish an effective feedback mechanism to keep abreast of the problems and difficulties encountered by employees in the decision-making process and provide appropriate help and support.

Employee Participation in Decision-Making Framework:

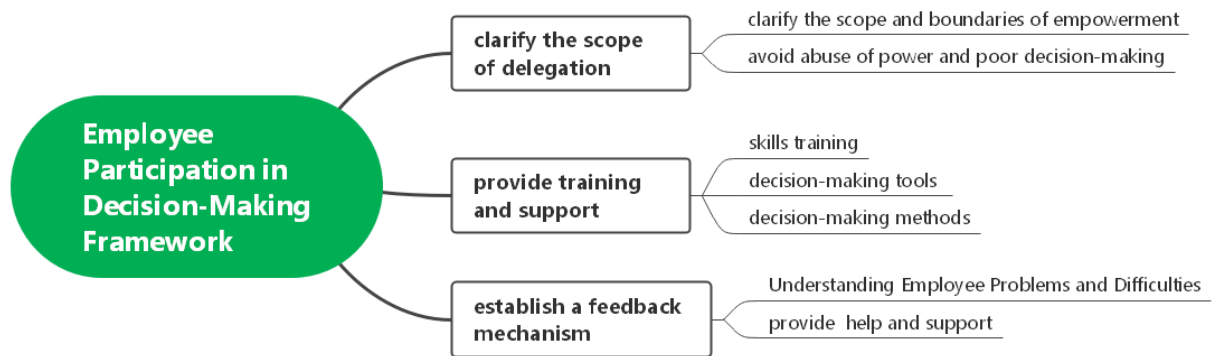


Figure 10 Employee participation in decision-making framework

Despite the positive impact of empowerment and autonomy on employee motivation, there are some challenges in implementation. For example, employees may abuse their decision-making power and make poor decisions. To address these challenges, organisations should establish monitoring mechanisms to monitor and evaluate employees' decision-making behaviour. This helps to ensure that employees follow rules and standards in the decision-making process. The risk of decision-making errors can be reduced through teamwork. Organisations should encourage employees to collaborate, share experiences and knowledge in the decision-making process.

Empowerment and autonomy are important tools to motivate employees. By empowering employees to make decisions, it not only increases their job satisfaction and dedication, but also enhances the organisation's innovation and competitiveness.

However, care needs to be taken in the implementation process to balance the relationship between authorisation and supervision to guarantee employees' autonomy in decision-making, while adhering to established boundaries. At the same time, organisations need to provide employees with the necessary training and support to help them improve their decision-making skills.

Conclusions to Section 3

In conclusion, modern organisations still face many challenges, including generational differences, technological advances, cultural diversity, economic uncertainty, and possible employee burnout and stress. In order to address these challenges, organisations can adopt the personnel motivation methods that have been commonly used in recent times, such as goal setting and clarification, team building activities, and training and promotion. However, these methods alone are not enough to solve all the problems, and organisations need to consider a more comprehensive programme of motivational improvements.

For example, implementing flexible working arrangements; providing opportunities for career development and growth; and recognising and rewarding employees are also more important motivational tools.

In addition, organisations should focus on work-life balance for their employees and create an inclusive and diverse workplace to ensure physical and mental well-being and job satisfaction. The use of big data and technology can optimise motivation strategies and ensure that motivations are more precise and effective. Employee empowerment and autonomy are also key motivational improvements.

There is no definitive answer as to which motivation method is more appropriate for

a company to use, it is on the basis of the existing motivation systems, constantly adjusting and optimising and improving the motivation programme in order to find the right motivation systems for our company. Once the programme is appropriate, the enterprise staff will inspire unlimited enthusiasm for work and promote the sustainable development of the enterprise.

CONCLUSIONS

This thesis examines the topic of improving the personnel motivation system in enterprises, and provides an in-depth discussion in three aspects: theoretical construction, working application, and making suggestions.

In terms of theory construction, the nature of employee motivation system is analysed, which is a comprehensive strategy based on human nature, psychology and organisational behaviour, aiming to stimulate employees' intrinsic motivation and potential. It also classifies the personnel motivation system and understands the application of different motivation methods in different environments. What's more, the importance of personnel motivation system in enhancing the overall performance of an organisation and improving employee satisfaction is elaborated.

In the analysis of personnel motivation system, the principles to be followed in personnel motivation system, such as fairness, recognition and rewards, are discussed. At the same time, the challenges faced by personnel motivation systems in the implementation process, such as employee diversity and inclusion, are also

recognised. These challenges require companies to continuously explore and optimise in order to respond to the changing needs of the market and employees.

A series of motivational methods, such as goal setting and clarification, employee training and enhancement, are proposed to improve the personnel motivation system in modern enterprises. At the same time, the problems facing the current personnel motivation system, such as generational differences, are also squarely addressed. In order to solve these problems, a series of specific improvement measures are formulated, aiming to strengthen the motivation effect and promote the sustainable development of the enterprise.

Looking ahead, improving the corporate staff motivation system is a never-ending process. Corporate personnel motivation systems will continue to evolve towards being more comprehensive, personalised, fair and transparent. With the popularity of artificial intelligence, big data and other advanced technologies, it is possible to better understand the needs of employees and develop more reasonable motivation strategies. At the same time, with the progress of society and changes in employee attitudes, motivation systems need to be constantly adjusted and optimised to meet new employee needs.

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