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A study on the incentive role of positive organizational behavior on employees in modern enterprise management

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ABSTRACT

With the continuous development of market economy, enterprises face growing competitive pressure and enterprise management plays more obvious role. Positive organizational behavior has played an important role in modern enterprise management and adopting diversified management mode can greatly promote the development of enterprises and make enterprises keep lasting competitiveness. This paper first analyzes relevant knowledge of positive organizational behavior, analyzes the application of positive organizational behavior in enterprise management. It focuses on the study of incentive role of positive organizational behavior on employees in modern enterprise management and it is expected to provide some help for relevant personnel.

KEYWORDS

Positive organizational behavior; Employee incentive; Training; Assessment.



INTRODUCTION

With the constant improvement of market economy, man’s subjective initiative has had great effect on the realization of the organizational goals and brought great opportunities and challenges to the improvement of enterprise performance. It has very realistic significance for enterprises to continuously improve their management ability and performance. In the modern enterprise management, scientifically mastering and using incentive theories of organizational behavior can make the advantage of human resources be maximized. This paper mainly studies the incentive role of positive organizational behavior on employees in modern enterprise management.

Organizational behavior is not the main component of Enterprise Management, but an interdisciplinary subject of many subjects. It is the subject that studies various relationships between people and organizations, which refers to the study of employees’ performance of all kinds of behaviors in enterprises if it is extended to the enterprise management. Causes of factors influencing the enterprise incentive are shown in TABLE 1. Studies on individual psychology and behavior are mainly manifested in individual ability, value, personality, working attitude and other behavior internal synchronization. Among them, the ability claimed refers to the ability to complete work tasks. Enterprises need to adopt a suitable method to motivate employees’ inner potential and improve performance. Studies on individual psychology and behavior cover all thoughts and behaviors of staff. Only by mastering the employees’ thoughts and behaviors, enterprises can better achieve goals.

TABLE 1 : Analysis of Incentive Factors that Influence Employees

Corporate Factors		Work Factors	
Values and culture	58%	Work Flexibility	56%
Advanced Management	50%	Challenging Work	51%
Challenging Corporate	38%	Professional Development and Progress	39%
Strong Execution	29%	Harmonious Relationship with Superior	29%
Industry Leading Position	21%	Differential Compensation System	29%
Talent-intensive	20%	High Salary	23%
Good Future Development	17%	Geographic Location	19%
Attractive Tasks	16%	Respect Individual Life	14%
Interesting Colleagues	11%	Acceptable Life Rhythm	1%
Safe Job	8%		

The research objects of group psychology and behavior are all personnel in the enterprise. Due to work targets, all personnel would militate with each other and create an integral whole. Compared with individuals mentioned before, the whole would have more importance and representativeness. The key to improve performance and influence factors include external environment, group characteristics and tasks. Studies on organizational psychology and behavior are to study all kinds of differences presented by employees due to management behaviors. To improve organization management goal, behavior organization should be conducted and the organization in the enterprise refers to the management personnel. As an organizer in the enterprise, he should clear the normality and effectiveness of the organization operation, which plays an important role in organizational behavior.

THE IMPORTANCE OF POSITIVE ORGANIZATIONAL BEHAVIOR ON ENTERPRISE MANAGEMENT

With the continuous development of economic globalization, the development of modern concepts and technology also has promoted the development of organizational behavior. At present, practices of various markets have been gradually strengthened. As the market is gradually intensified, organizational behavior can closely contact with corporate culture and has a very important incentive role in promoting the enterprise staff management. Especially in market development, organization behavior can make economic reform and social reform continuously and promote enterprise development through the analysis of organization concept and mode.

Organizational behavior can integrate enterprise human resource allocation. Enterprise development not only has relationship with staff quality, but also is associated with the enterprise resource allocation. In terms of technology, focusing on personnel adjustment can improve the use efficiency of resources. Enterprises can improve the staff’s work enthusiasm through human resource structure adjustment and a reasonable incentive mechanism can better improve the management efficiency of enterprises. Organizational behavior has a very good incentive effect on employees. The current market competition has intensified and enterprises can obtain greater economic benefits only by constantly perfecting the corporate images. In the enterprise management, when the enterprise management gains the market recognition, it also can manage the staff and improve the management level of enterprises. Generally, the focus that enterprise managers concern about is the final efficiency of enterprises and the specification and properties of enterprise organizations would have important influence on employees’ values and outlooks on life. On the other hand, behaviors of enterprise employees would also affect the enterprise organization. Organizational behavior can obtain a bigger development space by adjusting its behavior and structure.

THE INCENTIVE ROLE OF POSITIVE ORGANIZATIONAL BEHAVIOR ON EMPLOYEES IN MODERN ENTERPRISE MANAGEMENT

In the modern enterprise management, a good enterprise atmosphere is the premise that business goals can be realized and also the basic condition to ensure the enterprise's working efficiency. Creating the enterprise atmosphere not only needs the overall planning of the enterprise, but also requires employees' to active participations. Undesirable enterprise individual behaviors will bring negative impacts to the enterprise management. Especially bad behaviors of managers are not conducive to the enterprise's development. For employees of enterprise themselves, it is also the environmental requirements of development. In the realization of enterprise's scientific management, employees' individual behaviors should be fully guided to realize scientific and reasonable management behaviors and employees' own values. The incentive effect that positive organizational behavior has on employees is directly associated with values and enterprise collective sense of honor. Attention should be paid to the following aspects.

Hierarchy of Needs

Maslow A (.Maslow) is an American humanistic psychologist, he believes people need can divided into five levels, namely: physiological, safety, social, respect and the need for self-realization. These five needs, physiological, security needs to belong to a lower level! Substances needs are basic needs. The social respect and self-actualization needs belong to the higher spiritual level need. Maslow believed that human needs presenting into law (Figure 1).

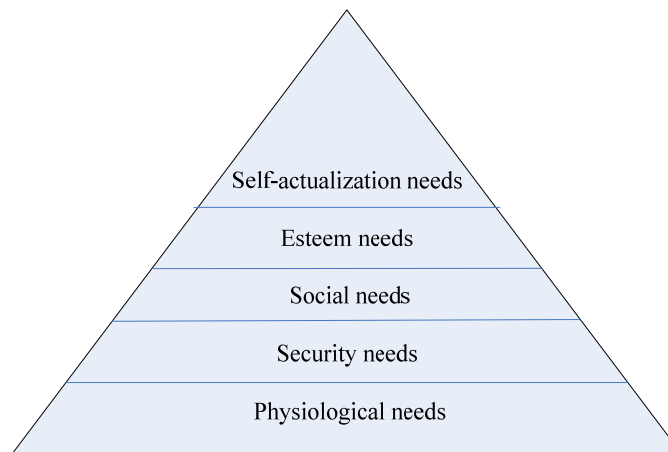


Figure 1 : Maslow's hierarchy of needs theory

Set Enterprise Goal Management from a Practical Standpoint

In the incentive system, goal setting is a key link and should meet both organizational goals and personal needs. Analyzing from positive organizational behavior, enterprise employees' organizational dominance is a very complex behavior. It would not only be affected by the economic environment of the enterprise itself, but also be affected by political changes, psychological changes and other factors. There is no universal principle or code of conduct in the organization. Motivating employees' enthusiasm needs to proceed from the actual situation and comprehensively consider employees' living environment, personal characteristics, abilities and other factors. When enterprises and employees are in pursuit of their own interests, conflicts may emerge. Therefore, adjusting conflicts between the two is the basic condition to make goals united.

Establish mathematical model

Corporate objectives: "to improve the competitiveness and efficiency," "develop the vitality of enterprises." We introduced several kinds of incentive methods. Incentive pay. That is the business paid for employee contribution to the enterprise, the corresponding monetary reward incentive method including the realization of performance, effort, time, knowledge, skills, experience and creativity.

Authorized incentives. That gives employees more rights and trust, provides ways to motivate employees to participate in enterprise management and decision-making.

Vocational training. It creates a variety of learning opportunities for employees; perform a variety of market-targeted training to improve the capacity and quality of staff.

Organizational incentives. That fosters organizational vision, by the organizational vision to motivate organization belonging of employees.

Target incentive. That is the dream of the heart to inspire employees, the use of this target power to stimulate employee motivation.

ESOP incentives. That linked the benefits for employees and their equity investment firm, which will combined benefit individual employees with corporate efficiency, and the method of incentives cultural trust, management, employee involvement three kinds of factors. Establish incentive method integration layer structure model, as shown in Figure 2

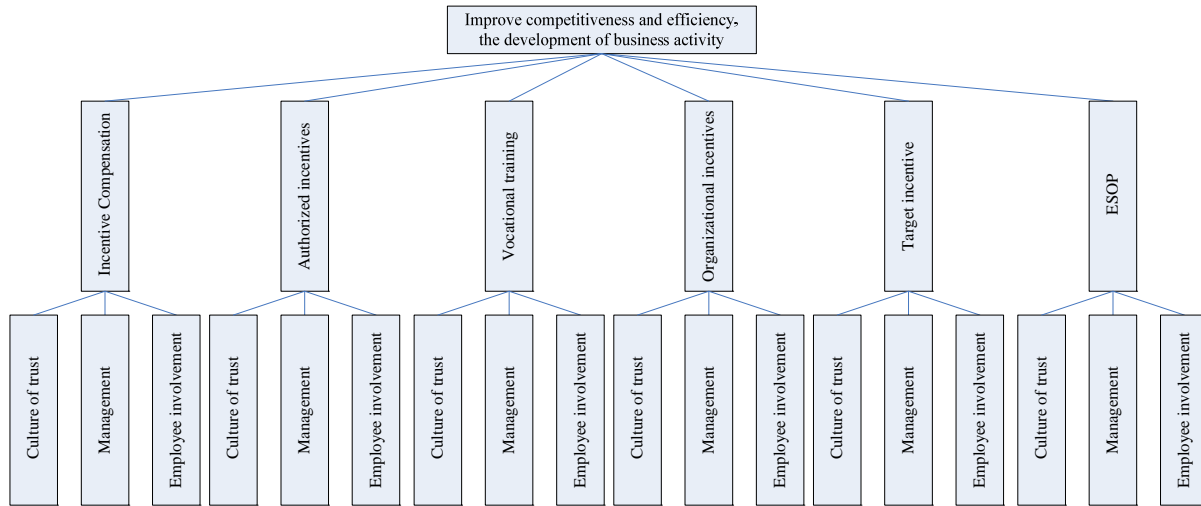


Figure 2 : Integration layer structure model of enterprise Incentive method

In general, goals and tasks of the enterprise represent its development direction. Therefore, in the specific organizations, appropriate business goal and enterprise management goal need to establish. Ensuring the consistence of the business goal and employees’ development goals can fully arouse the participation enthusiasm of employees, improve the economic benefits of enterprises and make the established goals be organizational goals of the whole staff. In addition, systematic management objectives, evaluation strategy and other measures can be formulated to make management behaviors more scientific and standardized. The establishment of goals needs to be proper to ensure the staff can experience challenges and get their jobs done.

Three pivot of enterprise Incentive designed model

Business goals system. The target area is divided into two companies, one is able to maintain the target company to survive, and the other is to ensure the business development and growth. While enterprise has more goals with different level. The design model of motivate methods is shown as figure 3.

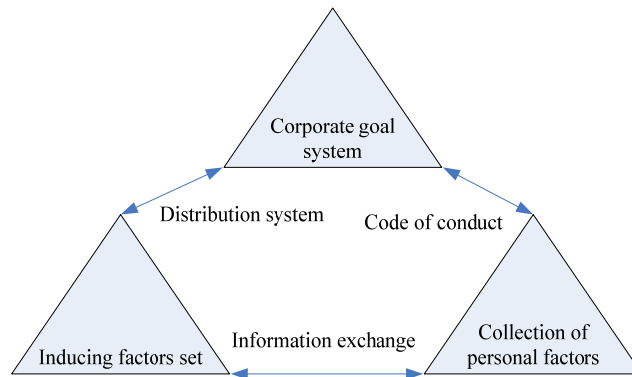


Figure 3 : Design model of motivate methods

Adopt More Effective Incentive Measures

In the enterprise’s management behavior, fully arousing the enthusiasm of employees is a necessary choice for enterprise’s development. In enterprise’s development, giving full play to the potential and cohesion of employees needs to adopt necessary incentive measures. As mentioned before, there are many factors that can affect employee incentives, including both corporate factors and employees’ own factors. In organizations, the management efficiency of enterprises can be improved through adjust employees’ participation ways, enriching employee's work contents and strengthening employees' sense of belonging to the enterprise.

Under the guidance of organizational behavior, enterprises should establish and perfect a set of complete management organization pattern, fully understand employees’ characteristics, personalities and abilities and use reasonable

system to guide employees' behavior and thought and ensure the consistency in behaviors. On the basis of keeping and guaranteeing employees' creativity, material reward is a very necessary selection. In the compensation plan, employees' work enthusiasm, performed tasks, difficulties to improve the enthusiasm of employee involvement. Performance appraisal system is the main compensation system in one enterprise. Only perfect performance appraisal system is established, role of incentive system can be better played. Performance appraisal system should be detailed, practicable and pay attention to the fairness of performance appraisal to avoid counterproductive effect. In the process of incentive implementation, employee's feedback should be paid attention to. A communication platform can be established in the enterprise website to streamline management behaviors of employees and when employees have made some achievements, feedback should be given to them to improve their work efficiency. In addition, more perfect material rewards should be built to mentally improve employees' working enthusiasm, as illustrated in TABLE 2.

TABLE 2: Non-economic Incentives

Non-economic Incentives	Reputation Award	Title or honor employees who have made prominent contributions Give employees sense of belonging and sense of achievements
	Timely Praise	Focus on and praise employees' performance to give employees sense of accomplishment
	Affection Feedback	Give employees some small gifts with emotion to make them have the feeling of being concerned
	Training	Provide comprehensive and all levels of training opportunities to realize employees' maintenance and appreciation of values
	Job Rotation	Try something different Develop in changes
	Optional Attempt	Give employees support of independent innovation cost Try new creativity and ideas
	Simplified Procedure	Reduce examination and approval procedures and time Increase value of expectations on examination and approval; heighten employees' work enthusiasm
	Participate in Decision-making	Establish staffing system, participate in corporate decisions Promote the enthusiasm and sense of achievement of employee participation
	Career Goal	Inspire morale with success stories Light employees' dreams
	Survival Competition	Dynamic assessment and lowliest place elimination Make employees improve their work enthusiasm
	Group Competition	Divide into several groups for comparison Enhance their own abilities in competitions
	Break up Monopoly	Form market competitions among internal organizations and internal enterprises Mobilize organizations' survival pressure
	Crisis Education	Instill crisis consciousness
	Active Communication	Eliminate some inappropriate behaviors of employees Eliminate psychological barriers of employees to make them feel valued

Training is the very important content in staff incentives. Enterprise staff is the basic factor and very important privacy of the enterprise. Only the ability of employees is improved, the enterprise can obtain maximum economic efficiency. Therefore, it is necessary to cultivate organizational relation between the enterprise and employees. Through training and other measures, employees' sense of belonging to the enterprise, professional moral cultivation and vocational skills can be improved and long-term development relationship can also be established. Enterprise management personnel also need to strengthen their self-cultivation in the act of management and lead by example.

Employee's individual differences should be considered. The purpose of incentive is to boost the enthusiasm of employees. Influence factors include interpersonal relationship, compensation benefits as well as the work environment. Only by considering the individual differences, the enterprise can better produce incentive effect and incentives must be developed aiming at needs of employees. Enterprise's working environment is also the main factor that influences the incentive. In the incentives, the enterprise should constantly improve the working environment and safety conditions, adjust employees' psychology, create more suitable working environment and make employees keep good working attitude.

CONCLUSION

To sum up, this paper has first analyzed relevant knowledge of positive organizational behavior, analyzed the application of positive organizational behavior in enterprise management. It has focused on the study of incentive role of positive organizational behavior on employees in modern enterprise management. In addition to the above analyzed incentives, one enterprise also needs to set up a fair competition platform, a sound system and standardized management,

which are important component factors of organizational behavior in the management. They are manifested in recruitment, compensation and other aspects. Only the fairness of distribution system competitive competition system is guaranteed, employees can get the biggest incentives.

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