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**«Personnel Motivation as the Main Component in Increasing the Efficiency of
Chinese Enterprises»**

«Мотивація персоналу як основна складова підвищення ефективності
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INTRODUCTION

The relevance of this study lies in its exploration of how intrinsic motivation among R&D personnel significantly influences the overall efficiency of Chinese enterprises, particularly in the context of Media company, where understanding the unique needs and motivational factors of R&D staff can lead to enhanced productivity and innovation, thus contributing to the company's competitive edge in a rapidly evolving market.

Recent research and publications highlight a growing recognition of the critical role of motivation in driving employee performance, with studies by scholars such as Meyers (1998) and Jiang Dan and Xue Chenghui (2021) emphasizing that intrinsic factors—such as personal growth, autonomy, and achievement—are pivotal for R&D employees, who tend to prioritize challenging and innovative work over material rewards, thereby underscoring the necessity for tailored incentive programs that resonate with the specific characteristics of R&D roles in technology-driven enterprises.

The connection of this qualification project with scientific projects, plans, and topics is evident in its alignment with national policies promoting technological innovation as outlined in the “14th Five-Year Plan,” which calls for qualitative changes in the innovation landscape of Chinese enterprises; by constructing a robust incentive mechanism for R&D personnel, this research directly contributes to fulfilling these broader strategic goals, thereby enhancing the capacity for innovation and the application of scientific research outcomes within Media company.

The goals and tasks of this study include identifying the intrinsic motivational factors that drive R&D personnel at Media company, developing a differentiated and personalized incentive program tailored to these factors, and ultimately improving the work enthusiasm and productivity of the R&D team, thereby supporting Media company’s strategic objectives for technological advancement and market competitiveness.

The object of this study is the R&D personnel of Media company, whose

unique characteristics and work environment provide a rich context for examining the dynamics of motivation and its impact on productivity; through this lens, the research seeks to uncover the specific needs and challenges faced by these employees in their pursuit of innovation.

The subject of the study encompasses the intrinsic and extrinsic motivational factors influencing the R&D personnel's performance, particularly how these factors interact with the existing incentive mechanisms at Media company; by analyzing these elements, the research aims to offer actionable insights that can transform the current practices into more effective motivational strategies.

Research methods employed in this study include a combination of model analysis based on principal-agent theory to understand incentive dynamics, literature reviews to ground the theoretical framework, questionnaire surveys to gather empirical data from R&D personnel about their motivation and satisfaction with current incentives, and in-depth interviews to gain qualitative insights into the experiences and perceptions of the staff regarding the incentive mechanisms in place.

The expected results of this research will provide a nuanced understanding of the motivational landscape within Media company's R&D team, leading to the development of a tailored incentive program that not only boosts individual and team productivity but also addresses the systemic issues identified in the existing incentive framework; upon completion, findings will be subject to approval for publication in relevant academic journals and industry reports, contributing to the body of knowledge on personnel motivation in the context of Chinese enterprises.

The structure and scope of the work will encompass an introduction to the theoretical foundations of motivation and its relevance to organizational efficiency, a detailed analysis of Media company's current incentive mechanisms, an empirical examination of R&D personnel's motivational needs through surveys and interviews, and the formulation of a comprehensive set of recommendations aimed at enhancing motivation and performance among R&D staff, ultimately positioning Media company to thrive in an increasingly competitive technological landscape. The total number of pages in qualification work is 93 page. The work contains 7 tables, 3

figures. The references contain 50 titles.

Keywords. : Technological innovation; R&D personnel; Principal-agent; Incentive mechanism; Improvement program

CHAPTER 1.

THEORETICAL BASIS OF PERSONNEL MOTIVATION AS THE MAIN COMPONENT IN INCREASING THE EFFICIENCY OF CHINESE ENTERPRISES

1.1. Background and Significance of the Study Media company

Media company is a technologically innovative state-owned enterprise with a long history, but in recent years, the company's incentives for R&D personnel are insufficient, resulting in low efficiency and high turnover of the company's R&D personnel. Under the background of this environment in Media company, this paper adopts the principal-agent theory in the classical theory of incentive mechanism as the “root theory” of this thesis to conduct research and analysis, and analyzes the two main factors affecting the work motivation and initiative of the company's R&D personnel by establishing the principal-agent model of R&D personnel in Media company, i.e.: the degree of risk aversion of individuals and the degree of risk avoidance of individuals in the R&D team. By establishing the principal-agent model of R&D personnel in Media company, we analyzed the two main factors affecting the motivation and initiative of R&D personnel in the company, namely: the degree of risk avoidance of individuals and the degree of collaboration between members of the R&D team. At the same time, this paper adopts literature research, questionnaires, research interviews and other methods to analyze the current situation of R&D personnel incentive mechanism of Media company, and summarizes that there are insufficient material incentives, serious egalitarianism, and a single distribution method in the incentive mechanism of R&D personnel in the company. According to the above research and analysis, this paper puts forward the incentive mechanism improvement program for R&D personnel of Media company. This program serves as an important reference basis for decision-making, and provides a strong support and reference for the improvement of R&D personnel incentive mechanism of Media company.

Media company is a state-owned enterprise with a long history of technological innovation. However, in recent years, the company has insufficient incentives for R&D personnel, resulting in low work efficiency and high turnover rate of R&D personnel. However, in recent years, the company has insufficient incentives for R&D personnel, resulting in low work efficiency and high turnover rate of R&D personnel. In the context of Media company's environment, this article adopts the principal-agent theory from the classic theory of incentive mechanisms as the “root theory”. article adopts the principal-agent theory from the classic theory of incentive mechanisms as the “root theory” of this paper for research and analysis. By establishing a principal-agent model for Media company's R&D personnel, the two main factors that affect the work enthusiasm and initiative of the company's R&D personnel are analyzed. 's R&D personnel are analyzed, namely: the degree of risk avoidance of individuals in the R&D team and the degree of collaboration among members in the R&D team. team, this study fills the gap in the research on the principal-agent approach in the incentive mechanism for enterprise R&D personnel. At the same time, this article uses methods such as literature research to study the incentive mechanism for enterprise R&D personnel. This article uses methods such as literature research, survey questionnaires, and research interviews to deeply analyze the current status of Media company's R&D personnel incentive mechanism.

This article uses methods such as literature research, survey questionnaires, and research interviews to deeply analyze the current status of Media company's R&D personnel incentive mechanism, and summarizes the problems of insufficient material incentives, serious egalitarianism, and a single distribution formula in the company's R&D personnel incentive mechanism. Based on the above research and analysis, this article proposes an optimization and improvement plan for the incentive mechanism. Based on the above research and analysis, this article proposes an optimization and improvement plan for the incentive mechanism of Media company's R&D personnel. This plan serves as an important decision-making reference and This plan serves as an important decision-making reference

The rapid iteration of global science and technology and economy in the new century has gradually accelerated the rate of global scientific and technological innovation, and new technologies, new concepts, and new ways are emerging one after another. Accompanied by the continuous updating and iteration of global science and technology and economy, new forces and revolutions in the field of scientific and technological innovation have also gradually appeared, and are constantly in the upward trend of prosperity. With the slowdown in China's trade growth, changes in environmental resources, rising labor costs and other factors continue to influence, the inhibition effect formed by these factors has caused China's economy from rapid development to structural adjustment, optimization of speed, power changes in the new situation and new pattern. In recent years, the trade friction between China and the United States is becoming more and more intense, the United States of America's technology blockade of China is increasingly intensified, with ZTE, Huawei and other domestic science and technology enterprises by the U.S. in the technology "neck" and other events continue to occur, so that our country gradually recognize the importance of mastering key core technologies.

However, the key to enhance the strength of China's core technology is to increase investment in research and development, research and development personnel as an important part of increasing investment in research and development, has become a global key resource, and by countries, various fields, various enterprises competing for. In technological innovation enterprises, by optimizing and improving the incentive programs and management methods for R&D personnel in technological innovation enterprises, and making reasonable adjustments to the measures and operation methods, it can not only enhance the sense of belonging of R&D personnel in technological innovation enterprises, but also improve the degree of satisfaction of R&D personnel in their work, which is beneficial to stimulate the subjective initiative of R&D personnel and continuously improve the core competitiveness of R&D personnel in the technological innovation of enterprises.

This approach is conducive to stimulating the initiative of R&D personnel, and can continuously improve the core competitiveness of R&D personnel in technological innovation.

The current situation of Media company: Insufficient attention is paid to the incentives for R&D personnel, which leads to a continuous increase in the turnover rate of R&D personnel and a continuous decrease in the efficiency of R&D personnel. Therefore, it is very important to improve the incentive system of R&D personnel in Media company, both for R&D personnel and for Media company.

1.2. Analyzes the incentive system of R&D personnel in Media company

This paper analyzes the characteristics and problems related to the incentives of R&D personnel in Media company, broadens the scope and perspective of the study, and carries out in-depth research and analysis according to the unique attributes of scientific research talents. Through the relationship logic of the constructed principal-agent model to analyze the incentive factors affecting the initiative and motivation of R&D personnel of Media company, and by combining the theoretical advantages with the existing realities, the incentive mechanism for the R&D personnel of Media company is gradually formed, which not only effectively distributes the work of R&D personnel, but also tries hard to reduce the cost of incentive. Cost, and also maximize the overall benefits of R&D work of Media company.

Aiming at the obvious needs of R&D personnel of Media company, we stimulate the intrinsic motivation of R&D personnel of Media company by studying the intrinsic factors in the work unique to the R&D personnel of Media company, and put forward corresponding targeted incentive improvement programs for Media company, so as to enhance the productivity and work enthusiasm of the R&D personnel of Media company. The program is designed to improve the productivity and work enthusiasm of the R&D personnel of Media company. This is conducive to distinguishing between the company's R&D

personnel and ordinary employees, and then targeted professional incentives for the R&D personnel of Media company, to avoid causing incentive errors, in order to achieve the best incentive effect.

According to the characteristics of the work of the R&D team of Media company, it is necessary to formulate a unique incentive program for the R&D personnel of Media company under special circumstances. Due to the inconsistency of each R&D personnel's situation, coupled with the large individualized differences and other circumstances, it is particularly necessary to formulate a differentiated and personalized incentive program, which can not only effectively avoid the disadvantages caused by the non-differentiated incentive for R&D personnel, but also achieve the overall objectives of the R&D team of Media company, as well as the overall goals of the R&D team of Media company, as well as the goals of Media company. This not only can effectively avoid the disadvantages of non-differentiated incentives, but also can realize the overall goal of R&D team of Media company, as well as the overall goal of R&D team of Media company and the individual goal of R&D personnel, so as to form an effective coordination and positive cooperation.

In the opening year of our country's "14th Five-Year Plan", China has put forward a major transformation policy of "from quantitative change to qualitative change" for technology innovation-oriented enterprises. At present, the overall innovation situation of China's technology innovation-oriented enterprises is still characterized by insufficient resources for innovation and development, and the innovation efficiency is relatively low compared with that of European and American countries. Therefore, in order to promote the development of China's scientific and technological innovation, systematically and comprehensively analyzing the fundamental needs of R&D personnel in China's technologically innovative enterprises, and reasonably constructing the incentive system for R&D personnel are the important fundamentals to enhance the hard power of this type of enterprises.

Theoretical significance of the study: By applying the principal-agent theory and other incentive theories to conduct a comprehensive and systematic study and analysis of the incentive mechanism of R&D personnel in Media company, it helps

to deeply analyze the common characteristics of state-owned technologically innovative enterprises in the incentives for R&D personnel from the theoretical point of view, to extract the common attributes of the incentives for R&D personnel of state-owned technologically innovative enterprises, and to search for common problems that exist in the incentives for R&D personnel of this type of enterprises. The principal-agent model used in this paper analyzes the common problems in the incentives of R&D personnel in this type of enterprises. The analysis method of principal-agent model adopted in this paper, by combining theoretical research with practical research, has formed a theoretical and operational common solution, and has also formed a certain theoretical feasibility in academia, which provides scholars in this field of research with certain references and reference.

Practical significance of the study: Media company plans to explore new modes and new ways of reforming state-owned technologically innovative enterprises, and the company has rapidly accelerated the transformation and upgrading of the enterprise by constructing a new mode of reform and innovation, thus greatly enhancing the rapid development of the enterprise in a benign direction. company Media takes this as an important opportunity, and through internal and external cooperation, the company has developed a new mode of reform and innovation.

The combined approach has eliminated the problems that have long constrained the development of the enterprise in terms of institutions and mechanisms, fully released the enterprise's inner energy and vitality, and has achieved good results in relevant aspects as a result. However, due to the uneven and uncoordinated development caused by the rapid development of the company, some problems and deficiencies still exist in certain aspects of Media company. For example, the company's incentives for research and development personnel with real contributions are still insufficient, and there still exists a serious phenomenon of egalitarianism in the distribution of rewards, the salary positioning of the company's research and development personnel is relatively low, and the performance assessment of the company's research and development personnel lacks fairness and impartiality, and the

company's current existing research and development personnel are not sufficiently motivated to perform. Fairness and impartiality of the company's existing incentive mechanism, there are still many loopholes. These problems and deficiencies not only restrict the sustainable development of the enterprise, but also seriously affect the efficiency and subjective initiative of the R&D personnel of Media company in their work, which leads to the slow enhancement of the overall R&D level of the enterprise, the lack of accumulation of key core technologies, and the urgent need to improve the R&D structure system, resulting in the relative lagging behind of the scientific and technological innovation of Media company, and the decline of the economic benefits and other indicators of the serious negative impacts. Negative impact. Therefore, it is particularly important to design an incentive mechanism for R&D personnel that meets the actual situation of Media company.

Domestic and foreign studies on the incentive elements of R&D personnel are more on the categories and types of elements, while the studies on R&D personnel are few and far between, thus creating certain limitations. Thus, after a lot of empirical analysis and research, Meyers (1998), a foreign expert in the related aspects of knowledge management, mentioned that for the motivation of such knowledge-based employees as R&D personnel, the primary four elements are: self-growth about the employee's ontology, the employee's initiative and autonomy in terms of work, the employee's accomplishments and achievements in the business field, and the material wealth gained by the employee.^[1] It can be concluded that R&D employees are more concerned with challenging and innovative work than other employees who are common or different from the R&D employee category. Compared with the growth of the R&D personnel themselves, their initiative and autonomy at work, and their achievements and results in the business field, material money and the marginal value of wealth are relegated to a relatively minor position, and they are more concerned about their personal development and the accumulation of knowledge. At the same time, domestic scholars have done qualitative and quantitative research and analysis on the motivational elements of R&D personnel. Jiang Dan and Xue Chenghui (2021) constructed a model of “analysis of the

strength of incentives for enterprise scientific and technological personnel” in order to analyze the incentives of scientific and technological research and development personnel.^[2]

Sun Guoxue (2020), through the construction of reasonable incentive goals, can be very efficient and powerful to enhance the initiative, creativity and enthusiasm of research and development personnel in their work, and simultaneously improve their scientific and technological innovation ability.^[3] Through the questionnaire survey and research analysis of more than 400 knowledge employees of state-owned enterprises, Zheng Chao and Huang Youli (2021) analyzed that the motivational elements of R&D personnel in state-owned enterprises mainly exist in four main ways: improving the income of the employee proper, accelerating the development of the employee himself, obtaining the achievements in the business field, and possessing the right of independent choice in work aspects^[4].

In terms of incentive principles, scholars have also done some research on related aspects, Shen Qunhong (2023) believes that improving the effectiveness of incentives for R&D personnel should follow the principles of justice, market and value^[5]. Yang Danping (2021) analyzes the factors and connotations that affect the incentives of R&D personnel in China's SMEs on the basis of advanced incentive theory models at home and abroad, and proposes that the establishment of incentives for R&D personnel in China's SMEs should follow: the principle of combining goals and objectives, and the principle of combining spiritual and material incentives^[6].

Scholars have also put forward some personal insights in the study of incentive mechanism. Bo Xiangping and Zhou Qin (2019) put forward incentive methods such as salary and benefit incentives, equity and share dividends, growth opportunities, planning career paths, and spiritual incentives according to the characteristics of R&D personnel, and they also believe that China's enterprises can adopt incentives based on factors such as ontological technological characteristics, property rights arrangements, and external labor market conditions, etc. to develop their own enterprises. It is also believed that Chinese enterprises can use a

combination of incentives suitable for their own development based on their own technical characteristics, property rights arrangements and external labor market conditions ^[7]. In addition, they believe that Chinese enterprises can use the combination of incentives suitable for their own development based on factors such as ontological characteristics and property rights arrangements and external labor market conditions ^[7]. Xing Jinling and Zhang Dalian (2020) believe that the adoption of various incentives is conducive to improving the establishment and management of incentive mechanisms and can enhance the innovativeness of R&D personnel. Through precise performance appraisal rules, it is bundled with the career planning of R&D personnel to form a closed-loop mechanism, so as to achieve full trust and respect for R&D personnel, and to enhance the fidelity of R&D personnel through corporate culture.^[8] after an in-depth investigation and study of knowledge-based employees, proposed to establish a corporate vision and build a knowledge-based corporate culture^[9]. Based on empirical research, Sun Lihui (2022) analyzed the problems of compensation incentives for research and development personnel in China, and combined with incentive theory, proposed a model of compensation structure for research and development personnel ^[10].

It can be seen from the above research and analysis of scholars at home and abroad, enterprises have different characteristics, qualities and features, due to the differences of each enterprise in the level of technological innovation, staff structure, market environment, strategic objectives, technology reserves, etc., so there is no uniform standard in the enterprise on the selection of incentives for R & D personnel and the development of incentive mechanisms. In establishing the principal-agent model of enterprises, scholars have favored the study of the overall incentive programs and mechanisms, paying more attention to enterprise managers its own incentive mechanism, and less attention to the main reasons and influencing factors affecting the work motivation and initiative of enterprise R & D personnel. Currently available literature shows that most of the scholars are basically through the theoretical perspective of the R & D staff incentives to analyze the issue of research, however, few scholars from the actual situation of the enterprise, and the

use of the principal-agent model to analyze the impact of R & D staff work enthusiasm, initiative of the main reasons. Therefore, on the basis of previous research and analysis, this paper chooses “Media company” as the object of research, designs and investigates the questionnaire of incentive mechanism satisfaction, collates and analyzes the relevant results of the questionnaire, distinguishes the influencing factors of the incentive effect of the enterprise R & D personnel, and puts forward the opinions and suggestions in line with the actual situation of the enterprise.

1.3. Research Ideas and Methods of incentive mechanism for R&D personnel of Media company

Based on the research of principal-agent theory, this paper takes the construction of a reasonable incentive mechanism for R&D personnel of Media company as the fundamental, establishes the principal-agent model of Media company and R&D personnel based on principal-agent theory, and adopts a variety of research methods such as interview research, survey questionnaire, case study, etc., to obtain the relevant information and basic data of Media company in the incentive mechanism, and carries out in-depth investigation research and systematic analysis on the existing incentive system of Media company. investigation research and systematic analysis. In this paper, after carefully analyzing the relevant information and data obtained, we analyze the problems existing in the existing incentive mechanism of Media company. Through understanding and grasping the relevant objective situation, we put forward the incentive mechanism improvement ideas and safeguard measures suitable for the development of Media company in combination with the actual situation.

Based on the principal-agent theory, this paper constructs the principal-agent model of Media company and R&D personnel, and analyzes the problems in incentive elements, incentive mechanism and incentive methods of Media company from the theoretical point of view, at the same time, it also draws out the main

factors affecting the motivation and initiative of Media company's R&D personnel, and puts forward the targeted opinions and suggestions on the problems and the main influencing factors, so as to support the development of Media company in a theoretical point of view. Theoretically, it deeply supports the improvement program and safeguard measures of Media company on the incentive mechanism of R&D personnel.

(1) Literature research method

In this paper, through checking all kinds of offline books in the library of Southwest University of Science and Technology, making full use of the online channels and resources of the library of Southwest University of Science and Technology, collecting and organizing the CNKI and other related database resources, in-depth study of the incentive theory, principal-agent theory and other related theories, and mastering the policies and regulations issued by the state, province and city, so as to build up a more sound theoretical platform.

(2) Questionnaire Method

In this paper, we designed a questionnaire for the incentive situation of R&D personnel in Media company. We collected the latest information about Media company by means of offline distribution and online filling in, organized the collected information in detail, and at the same time, analyzed and researched the collected information in depth.

Research Interview Method communicates the latest R&D situation of Media company through in-depth research and interviews at the R&D frontline of Media company, and at the same time, it also understands the various views of Media company's R&D personnel on the company's existing incentive mechanism.method, and based on the understanding of the research and interviews conducted a preliminary design study.

Case Study Method analyzes the problems in the existing incentive system of Media company through case studies, analyzes the reasons for the formation of the problems and the negative impacts, and then puts forward precise ideas for improvement and measures for protection.

Analyze the basic situation of Media company and its internal and external environment. it shows the basic situation and organizational structure of Media company, so that readers can form a preliminary understanding of Media company. At the same time, this paper adopts the PEST method to analyze the external environment of Media company, and adopts the SWOT method to analyze the internal environment of Media company. Analyze the current situation of incentives in Media company. Based on the in-depth study of incentive theory, this paper analyzes the incentive status quo of Media company. The incentives of Media company are analyzed based on the established principal-agent model.

Based on the established principal-agent model, relevant research conclusions are drawn. At the same time, this paper points out the problems in the incentive elements, mechanisms, methods and other aspects of Media company, to provide support for the next step to optimize the incentive mechanism of Media company's R&D personnel to improve the program.

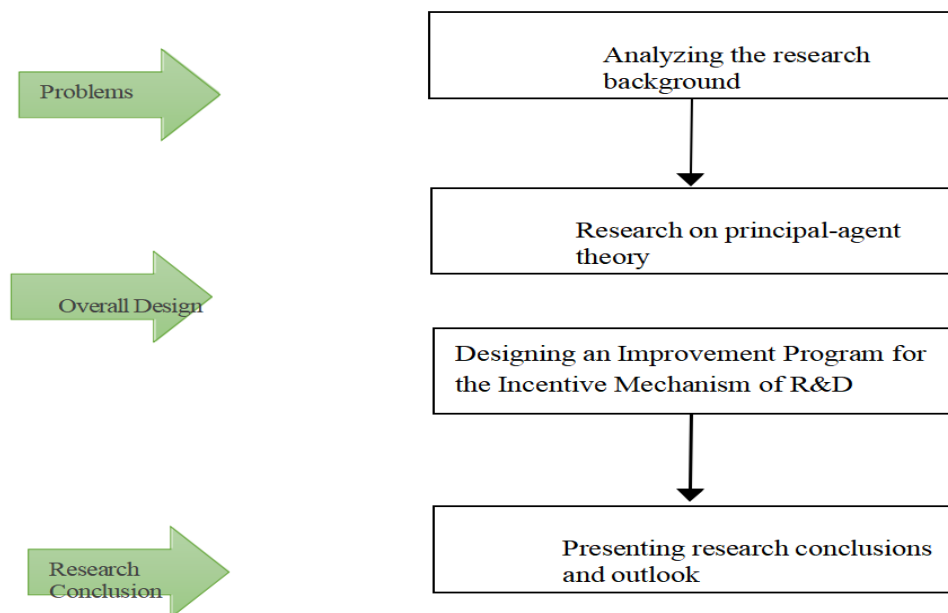


Figure 1.1. Technology road-map

Source: author's own drawing

Put forward Media company R & D personnel incentive mechanism improvement ideas and safeguard measures proposed. Based on the previous in-depth research and analysis and the relevant conclusions, this paper selects Media company as

the case subject of this study, and puts forward the improvement ideas and safeguard measures for the incentive program of Media company's R&D personnel.

Through the establishment of the principal-agent model between Media company and the R&D personnel, analyzes the problems in the incentive mechanism of Media company's R&D personnel from a theoretical perspective, and draws the relevant conclusions: the main factors affecting the work of Media company's R&D personnel are the degree of risk avoidance of the R&D personnel themselves, and the degree of cooperation among the R&D team. This paper puts forward specific incentive mechanism improvement plans, such as strengthening agent performance appraisal, improving the construction of salary system for R&D personnel of Media company, improving the career path planning for R&D personnel of Media company, strengthening the organizational construction of agents, improving the relevant supporting benefits for R&D personnel of Media company, improving the special training for agents, and strengthening the construction of communication system.

Zhou Sando (1999), Dessler (2017) and other scholars believe that incentive is the meaning of stimulation, encouragement, which is essentially the most initial motivation of the behavior, through the motivation to drive the person to produce relevant behaviors, and the relevant behaviors produced by the person are derived from the motivation of different ^[11-12]. According to Robbins (2017), motivation is based on the satisfaction of needs, the individual through continuous efforts to achieve the organization's will ^[12-14]. Their specific concepts are defined as follows:

Motivation is the adoption of some kind of guiding mechanism to continuously improve the motivation of individuals to be positive, and people's own source of motivation is further stimulated through a combination of objective factors ^[15]. from a theoretical point of view, the theory of motivation focuses on the factors and related mechanisms that affect the efficiency of motivation^[17]. According to Cheng Yu and Wang Shengguang (2010), the realization of motivational effects requires a holistic and systematic dynamic process ^[18].

When the demand fails to satisfy people, people will produce a kind of

nervousness, but when the demand is satisfied, it will be transformed into a kind of motivation to inspire people, and through the behavioral motivation to achieve the goal, and when the demand is reached the new demand will be generated again, and if the goal meets the obstacle, the individual will produce negative or positive behavior, and the process forms an internal cycle and progressively advances to the next goal. The process is an internal cycle that progresses to the next goal [19-21].

The process of motivation is shown in figure 1.2.

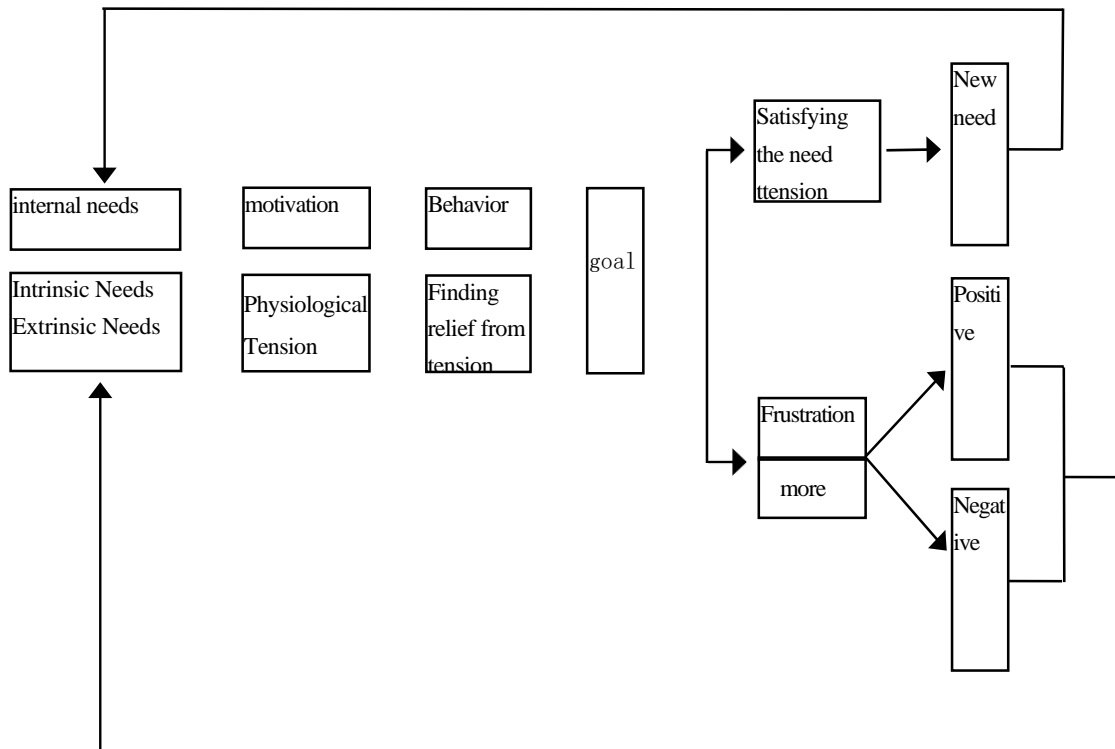


Figure 1.2. The Process of Motivation

Source: author's own drawing

Principal-agent theory is a basic theory developed from information economics, a branch of transaction cost economics, and an important branch of modern enterprise theory.

In 1976, Jensen and Meckling (1976) defined principal-agent relationship as a contractual relationship, specifically one or more persons (principals) who hire another person (agent) to perform certain services on their behalf, including delegating certain decisions to the agent [22]. The relationship between a company and its employees is a special kind of principal-agent relationship, which is

characterized by a very high degree of asymmetry, which exists as a condition between them. Let us assume that both parties of the principal-agent relationship, i.e., the principal and the agent, only consider from the perspective of their own interests, and both parties do not think differently from each other. Then, as the principal, the enterprise will require the employees (the agent) to work in the way that is most favorable to the enterprise according to its own value objectives and interest orientation, however, most of the employees who are engaged in brain work want to exert their maximum potential in their work and want to have more choices. With such different needs, it creates a situation where the company and the employee are pursuing very different things. As a result, the existence of this situation increases agency costs.

In order to reduce the agency costs and risk factors, the company (principal) needs to set up an incentive program for the employees (agent).

(the agent) to create an incentive program for employees to do the right thing in the right way. The creation of such a program will lead to a mutual understanding and performance contract between the company and the employee, as well as a change in the employee's role as a residual claimant and risk taker. The unity of risk sharing, surplus claiming and control is an inevitable law of economics, and the principal-agent model focuses on reaching a common interest between the principal and the agent, balancing the different or even conflicting standards of the two parties on the basis of a contract.

1.4. Modeling and Analytical Approach to Principal-Agent Theory

The state space modeling method proposed by Wilson (1969) is the earliest modeling analysis method in the principal-agent problem, although the method is the earliest modeling analysis method, but this modeling analysis method also has certain defects ^[23]. The expression of technical relations in state space modeling method is very intuitive, but this method can't get the solution of information quantity in economics. Later, in the study of optimal incentive contract under

asymmetric information, Mirrlees, Holmstrom (1974) proposed the first-order conditional method, and obtained the optimal solution of the general model, but it could not guarantee the uniqueness of the optimal solution. Therefore, Grossman & Hart and Rogerson (1976) derived the conditions to ensure the effectiveness of the first-order conditional method, and proved that the method is applicable if the distribution function satisfies the convexity condition (CDFC) and the monotonic likelihood characteristic (MLRP) [22-25]. At the same time, based on the principal-agent theory, scholars have studied the incentive mechanism model as follows:

Basic Model-Trade-off between Risk and Incentive

The model describes the following problems: the risk-averse agent gets the output, the risk-neutral principal owns the output, and shares the output with the agent through the reward contract. Among them, the output is influenced by the agent's behavior and external factors. Therefore, the principal tries to induce the optimal effort level and output of the agent by designing a reward contract.

This model was developed and improved by Holmstrom, Mirrlees, Holmstrom and Milgrom (1987). They proved it by using the general model of principal-agent theory. Assuming that the principal has not observed the agent's behavior, but the principal wants the agent to do things according to his wishes and ideas, the principal must reward and punish the agent reasonably according to the inspection results after careful inspection. Generally speaking, this is an obvious incentive method, which is generally applied to the short-term contract between the principal and the agent [26].

Static improvement mechanism

In the basic model, both the principal and the agent are single, the task is one-dimensional, and the game is one-period. These assumptions are too ideal, so economists have improved the basic model so that it can fully explain practical problems.

Dynamic Improvement Mechanism

The static improvement mechanism considers a single-period static game; however, employees may stay in the firm for a longer period of time and may enter

into long-term contracts, so the principal-agent relationship between the firm and the employee is generally multiplicative and dynamic.

Gibbons proposed the relational contract; Lazear (1979) ^[41] studied the problem of deferred payment. The limitations of the single-period static game in the static improvement mechanism have been circumvented through economists' continuous efforts in the study of dynamic improvement mechanism.

ANALYTICAL RESEARCH OF THE MOTIVATION SYSTEM IN MEDIA COMPANY

2.1. Analyzing media company internal and external factor

Media company was founded in 1958, after years of technology accumulation and business development, Media company has completed the transformation from single production line, single process, single mode military products to multi-production line, multi-process, multi-mode military-civilian fusion products through the protection of military to civilian, related diversification, internationalization of the three transformations in various ways, and has gradually formed a national and even global respect for the industry's influence on intelligent It has gradually become a respected and influential manufacturer of smart home appliance integrated products and service provider of smart home appliance products. After years of continuous efforts in operation and management as well as sustained and steady development of Media company, Media company was listed as a pilot unit for the reform of state-owned enterprises in the province by the relevant units of Sichuan Province at the end of 2014. As a result, Media company plans to explore new modes and ways of reforming state-owned enterprises, and by constructing new modes of reform and innovation, the company has rapidly accelerated the transformation and upgrading of the enterprise, which has greatly enhanced the rapid development of the enterprise in a benign direction. Media company has taken this as an important opportunity, and by combining internal and external methods, it has eliminated the problems that have been restricting the development of the enterprise for a long period of time in the aspects of the system and mechanism, and fully released the intrinsic energy and vitality of the enterprise. It has fully unleashed the intrinsic energy and vitality of the enterprise, and has achieved good results in relevant aspects.

Accordingly, the company plans to explore new ways of reforming state-owned enterprises, accelerate the transformation and upgrading of the enterprise by

constructing a new mode of reform and innovation, and guide the enterprise to develop rapidly, stably and efficiently in a benign direction. As a result, Media company has taken reform and innovation as an important opportunity to accelerate the argumentation and actively explore the long-term constraints on the development of the enterprise, such as institutional mechanism, innovation leadership, strategic planning, incentives and assessment, by integrating internal and external resources, and combining the relevant information from internal research and external interviews.

In terms of scientific research investment, Media company will have a total of 7,935 personnel (including engineers and technicians) participating in scientific and technological activities in 2022, including 1,562 personnel with senior and middle-level technical titles, 25 PhDs, 574 masters, and 4 outsourced experts. There are 4 foreign experts. In terms of business revenue, Media company has grown from 18.8 billion, in 2006 to 64.8 billion in 2015.

In terms of operating revenue, Media company has grown from 18.8 billion in 2006 to 64.8 billion in 2015, and by 2022, Media company's operating revenue will have realized 99.6 billion yuan. At present, Media company has developed into a leading enterprise in China's electronic information industry, a leading enterprise in the industrialization of intelligent manufacturing, and a national dual-creation demonstration enterprise.

Table 2.1 Overall financial situation of Media company in the past three years

Table 2.1

Overall Financial Situation in 2020-2022

Year	Revenue (million yuan)	Total profit (million yuan)	Net profit (million yuan)	Income tax expense (million yuan)
2020	8879290	66524	33432	33091
2021	9444817	44177	23502	20675
2022	9963185	88804	67542	21262

In the past three years, Media company invested a total of RMB 9,735

million in R&D, and realized a total of RMB 282,872 million in operating revenue, with R&D investment accounting for 3.44% of operating revenue. The R&D investment of Media company from 2020 to 2022 is as follows:

Table 2.2.

R&D investment of Media company in 2020-2022

Amount unit: billion yuan

Item	FY2020	FY2021	FY2022	Total
Total R&D expenses	30.6	31.25	35.5	97.35
Total Operating Income	887.92	944.48	996.32	2828.72
R&D expenses as a percentage of revenue	3.44%	3.3%	3.56%	3.44%

Media company's main R&D and business direction in the past three years centers around the following six business groups (BGs), of which the Military-Civilian Integration Business Group (BG) is mainly involved in the business of complete military electronic equipment, ancillary components, electronic components and core raw materials, the Enterprise Business Group (BG) is mainly involved in the ancillary business of the front-end core devices and key components of home appliances, the Consumer Business Group (BG) is mainly oriented to the business of Consumer Business Group (BG) is mainly engaged in consumer-oriented home appliances such as TVs, refrigerators, air conditioners and washing machines, as well as overseas home appliances, etc., Intelligent Business Group (BG) is mainly involved in businesses related to smart cities, including smart manufacturing, smart homes, smart education and other related businesses, Energy and Environmental Business Group (BG) is mainly involved in businesses related to clean energy, new batteries, home appliance recycling and the circular economy, and the business group of directly-affiliated subsidiaries. The energy and environmental protection business group (BG) mainly covers businesses related to clean energy, new batteries, household appliance recycling and recycling economy, while the business group of directly-affiliated subsidiaries and the business group of Jihua subsidiaries (BG) mainly focus on businesses related to IT services.

The R&D base of Media company mainly focuses on industrial smart home appliances, core devices, integration of defense and civilian technologies and comprehensive services. In terms of domestic layout, the headquarters of Media company in Mianyang is the manufacturing and R&D base of consumer electronics and core devices, the branch in Hefei is the manufacturing and R&D base of white electricity, the branches in Jingdezhen, Jiaxing and Jingzhou are the manufacturing and R&D bases of compressors, and the branches in Guangyuan and Yibin are important military industrial bases. The export R&D base is mainly based on the branch in Zhongshan, Guangdong. In terms of overseas expansion, Media company currently has 14 overseas subsidiaries, including 3 R&D bases in Spain, the United States and the Czech Republic, and several manufacturing bases in Southeast Asia and Mexico. In the first half of 2020, during the window period when the domestic epidemic suddenly broke out and the overseas epidemic did not appear yet, Media company took the initiative to attack, and achieved a substantial increase in overseas business by taking the lead in resuming production and turning crisis into opportunity. In the first half of 2020, overseas business achieved a breakthrough against the trend, with a cumulative income of 5.291 billion yuan, a year-on-year increase of 13%; The profit was 178 million yuan, a year-on-year increase of 73%.the PEST method is used to analyze the external environmental factors of Media company from four aspects: policy, economy, society and technology.

(1) Policy factors

After China issued the \14th Five-Year Plan\, our country paid more and more attention to the scientific and technological innovation ability of enterprises, and put forward the slogan that enterprises are the main force of scientific and technological innovation. Especially in recent years, Chinese enterprises have created many new opportunities in the field of competition through scientific and technological innovation, which has become the main core driving force for enterprises to develop and enhance their own strength. Under the strong call of our country, Media company actively responded to the major policies of the country and successively obtained the \National Technological Innovation\ approved by relevant ministries and commissions in People's

Republic of China (PRC). Demonstration enterprise, the first batch of high-tech enterprises in China and the first batch of intelligent manufacturing pilot enterprises, as well as National Technology Center and National Industrial Design Center.

(2) Economic factor

In recent years, in the face of unprecedented changes in the world over the past century and the intertwined impacts of the new coronavirus and global pandemic, the prices of bulk materials and shipping continued to run at a high level, while the demand for the market declined severely. m accelerated its digitalization transformation by taking “adjusting the structure, stabilizing the growth, improving the efficiency, and increasing the benefits” as the leading force. With “adjusting structure, stabilizing growth, improving efficiency and increasing efficiency” as the guiding force, Media company accelerated its digital transformation and promoted all key tasks in an orderly manner, which led to a significant improvement in the Company's operating performance, a steady growth in revenue and a doubling of net profit compared to previous years. At the same time, Media company's industrial development results have been highlighted, intelligent home appliances, core components, IT services and other mature industries steady progress, of which the home appliance business to achieve a “stop-slip recovery”, new energy, semiconductors and other emerging industries to take advantage of the breakthroughs in the realization of the “volume and profit rise”. The trend of high-quality development of Media company has been initially formed, and the company's industry has accelerated to the middle and high end of the value chain, and the structure of revenue scale and profit growth has been further optimized.

(3) Social factors

With the gradual growth of China's population, the replacement of home appliances has gradually increased, which has led to the rapid development of the smart home appliance industry. At present, the main audience of smart home appliance products tends to be younger, and the demand for home appliance products from young groups is also more inclined to digitalization, intelligence and convenience, thus putting forward higher requirements for the home appliance industry. The penetration rate of

home appliances of smart TVs, smart air conditioners, smart washing machines and smart refrigerators in 2022 will be 67.5%, 64.3%, 19.1% and 17.6% respectively. After years of development, Media company has established a good reputation in China's home appliance industry, has an excellent reputation among the user community, and has built a bridge between the company and its customers through attentive service and excellent technical strength, which has been universally acclaimed by its customers and partners, resulting in the formation of a good cooperative relationship. In the future, with the continuous improvement of Media company's technology level, the company will take advantage of the resources and the power of the capital sector to further improve the company's current product quality and service level.

(4) Technical Factors

With the continuous escalation of trade friction between China and the United States, the U.S. technological embargo on China has been intensifying, and a batch of key technologies such as necklace technologies, major technological innovation core technologies, basic research and applied basic research are in urgent need of solution. since its establishment in 1958, Media company has attached great importance to the internal technological innovation, research and development environment, as well as for the research and development and design of new products for the company's various product lines, which have been developed and designed with technological innovation as a means to meet the needs of the market. Taking technological innovation as a means to satisfy consumers' needs as a starting point, the company has launched many products that show the company's technological competitiveness and hard power, and has been awarded the "Best Product of the Year" by the Ministry of Economic Affairs.

It has been well received and recognized by users, and has achieved good economic and social benefits. Including: Media company launched the industry's first series of far-field voice digital direct-connect smart TVs and other products, with a one-time wake-up rate of 99% on standby; launched a comprehensive thin cross-four-door refrigerator, forming a product layout in the high-end refrigerator product category; Launched an intelligent inverter air conditioner, which achieved first place in the industry's single product sales during the same period; A super

energy-efficient VNF inverter compressor was released, achieving efficient, silent and reliable operation in the entire frequency band in the field of inverter compressors. The energy efficiency ratio, noise matching performance and other technical indicators of this super energy-efficient VNF inverter compressor have reached the international leading level; achieved that a single compressor model accounted for 4.2% of global inverter compressor sales in the same year, etc. At the same time, through independent technological innovation, Media company has mastered the design and manufacturing process technology of high-speed backplane connectors, broken through the technical barriers of foreign products and the technical blockade of foreign companies on such products in my country, and achieved the goal of protecting foreign products. The in-situ domestic substitution of such products has solved the \stuck neck\ problem of such products in a timely manner; At the same time, Media company has cultivated an industry invisible champion in the field of wireless connectivity, and has supported and expanded its subsidiaries into an internationally advanced power supply system R & D and manufacturing base. internal environment analysis This paper uses SWOT method to conduct an in-depth analysis of Media company's internal environment in four aspects: advantages, disadvantages, opportunities and threats.

(1) Advantages

Media company is a state-owned joint-stock enterprise with a clear property rights structure. At present, Media company has a total of 7935 professional R & D personnel, including 1562 R & D personnel with high and intermediate technical titles and doctoral degrees

There are 25 R & D personnel and 574 R & D personnel with master's degrees. At the same time, Media company has hired four senior experts from the industry as the company's senior consultants. These four senior experts (senior consultants) have rich research and development experience and extremely high academic attainments in their respective technical fields.

Media company has currently built a \three-layer technical architecture system: First, it has built the Lighthouse Laboratory, which is also the first layer of

the three-layer technical architecture system. It is mainly based on applied basic research. The technical architecture is mainly for forward-looking technology fields such as AI, information security, and new energy materials. Its goal is to ensure the long-term competitiveness of Media company; The second is to build a competitiveness laboratory of innovative application and product development. It is the second layer of the three-layer technology architecture system. It has formed a large number of key technologies and core products in cloud computing, big data, industrial Internet, image quality audio, precise frequency conversion, connection, innovative design and other aspects, and its goal is to ensure the current competitiveness of Media company; The third is to build Media company's technology ecosystem with existing products, technologies, data, innovation platforms, etc., which is the third layer of the three-layer technology architecture system. It adopts open innovation, projects, etc.

Media company has formed a complete technological ecosystem through project cooperation and joint laboratories, with the goal of providing impetus for the sustainable development of technological innovation.

Media company attaches great importance to strategic university-enterprise and institute-enterprise cooperation with external advantageous enterprises (e.g. Microsoft, Huawei, Hesi, etc.), universities (e.g. Tsinghua University, Xi'an Jiaotong University, Sichuan University, University of Electronic Science and Technology, etc.), and scientific research institutes (e.g. Chinese Academy of Sciences, Chinese Academy of Engineering Physics, etc.), and has carried out joint innovation with external related units in various fields in common technology direction, and some of the joint projects have achieved remarkable results. Some of the joint projects have achieved remarkable results. At the same time, Media company has actively carried out the construction of technology ecosystem and built an open innovation platform, which has been awarded the license of "Crowd Creation Workshop" by the Ministry of Industry and Information Technology of the People's Republic of China (MIIT), and the qualification of "Shuangchuang Base" by the National Development and Reform Commission of the People's

Republic of China (NDRC). Media company has set up a cross-border incubation gas pedal between Silicon Valley and Chengdu Hi-tech Zone, and promoted Chengdu Tianfu Software Park to list “Tianfu Software Park Overseas Workstation” in CRL, which actively promotes the transformation and application of scientific and technological achievements through the introduction of technologies and talents at multiple levels. Media company has actively tried to provide services for small and micro enterprises with strong innovative power, established a resource-sharing platform, effectively integrated social creativity and social technology resources, fully supplemented independent R&D, and deeply explored business opportunities.

(2) Disadvantages

Media company is geographically located in the inland area of Southwest China, where the economy is relatively backward, and thus lacks strong and powerful location advantages. The company has a large gap with coastal cities in terms of economic foundation, transportation hubs, trade channels and market environment. At the same time, the company's access to relevant advantageous resources, as well as the local administrative departments of the enterprise's policy support, and so on, and the coastal industry there are different quantitative differences and gaps, these factors have led to the company in the introduction of high-precision technological talent has been in a more disadvantaged position. On the other hand, in terms of scientific research environment and scientific research atmosphere, the scientific research environment and atmosphere in the location of Media company is compared with the scientific research environment and atmosphere in the locations of more technologically developed countries and regions abroad, and the gap between basic research and applied basic research is huge, and there are serious barriers to the transformation of scientific and technological achievements between the universities, research institutes and enterprises in the location of Media company, which results in a lack of efficiency in the transformation of scientific and technological achievements between schools and enterprises, and between enterprises and enterprises in the institutions. As a result,

the efficiency of scientific and technological achievements transformation is not high, and the cooperation and tacit understanding between universities and enterprises is not in place. To sum up, the disadvantages of Media company's geographical location, the uncertainty of the talent structure, the instability of the talent team, and the low efficiency of the transformation of achievements have led to Media company's difficulties in recruiting and retaining talents, which seriously affects the strategic layout of Media company's technological innovation and talent incentives.

(3) Opportunities

In recent years, as the deployment of digitalized economy has become the main battlefield of competition between countries and ushered in a broad space for development, the development of electronic information industry semiconductors and integrated circuits, advanced sensors, new display devices, new energy materials, battery power systems and other important industry chain links, not only conducive to the construction of smart home, intelligent manufacturing, Internet of Things, new energy industry unique competitiveness, but also conducive to solving the related industries "necklace" problem. The problem is also conducive to solving the "choke point" of the relevant industries.

At the same time, under the influence of the national "dual-carbon" policy and other major environments, the advantages of green development of enterprises are more prominent, so that the clean energy industry can grow rapidly and efficiently. With the establishment of the Beijing Stock Exchange and other capital market new pattern of improvement, the consumer market is also gradually to high-end, quality, customized transformation and upgrading. Along with the deepening of the "Belt and Road" initiative, the deployment and comprehensive promotion and construction of China Science and Technology City, National Science and Technology Innovation Demonstration Zone, and Chengdu-Chongqing Twin Cities Economic Circle Sub-center, etc., it brings new opportunities for Media company to give full play to its scientific and technological innovation strength, and to seize the lead with its technological hard power.

(4) Threats

With the national innovation-driven strategy to lead the transformation and upgrading of industry at an extremely high speed, practical high-tech gradually develops into the main force of scientific and technological innovation in the new era, in this background and environment, the shopping malls of science and technology enterprises are like battlefields, whose competitiveness and harshness are here and there, and it is important to have strong scientific research hard power and technological innovation ability for each company to come out from the “battlefield”. The strong scientific research hard power and technological innovation ability is every science and technology-based enterprises from the “battlefield” to stand out, and they must have their own right to speak and core competitiveness, otherwise it will be difficult to survive in the fierce and brutal competition. In recent years, by the new coronavirus pneumonia epidemic continues, the impact of economic downturn, bulk materials and shipping prices continue to run high and so on the environment, Media company in the face of the whole country and the industry as a whole in such a difficult period of hardship, although their own achievements, but at present and for a long time to come the production and operation of the reform and development of the situation is still relatively severe. With the gradual acceleration of the global technology to keep up with the new generation, the treatment of talents and other aspects of demand and unemployment continues to increase, the development of talent gradually faced with the “attraction and retention of difficult” and other difficult problems, Media company's current talent structure, competence, professionalism and the company's current transformation and upgrading of the development of the Internet of Things for the demand for talent does not fully match the one hand, on the one hand, the development of the market in the field of electronic information to lead the development of the electronic information field. On the one hand, there is a lack of professional managers who can lead the market development in the field of electronic information, on the other hand, due to the location, policies, resources and other factors are in a relatively disadvantageous position, resulting in Media company's attraction to the middle and high-end talents

in the industry is insufficient, so the company's demand for cutting-edge technologies in the industry continues to intensify.

2.2. Analysis of incentive mechanism for R&D personnel of Media company

In recent years, Media company has further consolidated advanced technology, competitive technology and ecosystem technology at the technical level, and gradually formed a “three-layer technical architecture system” in Media company: the first layer is the formation of three lighthouse laboratories on the basis of the laboratory of ideas, namely, new energy materials laboratory, artificial intelligence laboratory, information security laboratory. The second layer is the formation of four technology research centers on the basis of the original technology platform, i.e. Cloud Computing and Big Data Research Center, New Hardware and Sensors Research Center, Precision Testing and Calibration Research Center, and Product Innovation and Design Research Center; and the third layer is the technology ecosystem based on the various industries and business units of Media company, which contains the technology innovation and R&D resources of each product line. From the above, it can be seen that, on the one hand, Media company has completed the reconstruction of the company's technology platform organization system through the construction of the “three-layer technology architecture system”, and at the same time, the company has formed the Central Research Institute, a platform institution of Media company focusing on technology research and development through the adoption of in-depth optimization of the organization level, streamlining of the organization structure, and the reduction of duplicated business departments, etc. The Central Research Institute is positioned to face the future of the industry. The Central Research Institute is located in the industry for the future of common, forward-looking core technology research, and at the same time, continue to deepen the transformation of scientific and technological achievements, strengthen the scientific and technological achievements incubation and product molding of the relevance of the connection. On the other hand, Media company has

launched continuous and in-depth strategic cooperation with external organizations in terms of outward-oriented technological innovation cooperation, and has carried out strategic cooperation with Tsinghua University, University of Electronic Science and Technology, Shanghai Jiaotong University, Chinese Academy of Sciences, Chinese Academy of Engineering Physics, Huawei, Microsoft and other famous universities, institutes and enterprises, and has continuously improved the innovation mechanism of “government, industry, academia, research and application”. The innovation mechanism of “government, industry, academia, research and application” has been improved continuously, and six cutting-edge research and development centers have been set up, such as “Special Ceramics R&D Center of Application Technology for Enterprises”, “Intelligent Robotics Joint Laboratory”, “M-Microsoft Internet of Things Innovation Center”, and so on. M-Microsoft Internet of Things Innovation Center” and other 6 cutting-edge science and technology innovation experimental bases.

Current situation of incentives for R&D personnel in Media company

1. Material incentives

(1) Salary

At present, the salary of R&D personnel in Media company is composed of: post salary + fixed salary. The post salary is mainly determined by the title and rank of R&D personnel, and the fixed salary is mainly determined by the R&D personnel's educational background and business ability, etc. Among them, the post salary of R&D personnel is paid according to their titles and ranks. Media company adopts the grade division of assistant engineer, intermediate engineer, senior engineer and expert engineer to differentiate the titles of R&D personnel, and the blue and yellow belts to differentiate the ranks of R&D personnel. Salary appraisal of R&D personnel

The salary assessment of R&D personnel is composed of basic salary assessment and performance salary assessment. The basic salary assessment is based on the rule of monthly assessment and salary payment, which accounts for 70% of the total salary; the performance salary assessment is determined by the rule of quarterly assessment and

year-end assessment, which accounts for 30% of the total salary.

(2) Bonus

Currently, Media company has fewer written rules on bonus payment for R&D personnel, and has more flexibility on bonus payment for R&D personnel.

(3) Welfare

According to the relevant laws and regulations of the country, Media company pays the necessary five insurances and one gold for all R&D personnel, and at the same time buys enterprise annuities for R&D personnel, and provides additional benefits for R&D personnel. Such as: in-house purchase discount, group tour, paid vacation, psychological consultation, commuter bus and so on.

2. Non material incentive

At present, there are few systems and management methods for non-material incentives for R&D personnel in Media company, and the non-material incentives for R&D personnel need to be improved. At present, Media company adopts a combination of spiritual and material incentives to reward R&D personnel in three dimensions: innovative achievements, external technical honors and innovative figures.

Table 2.3.

Innovation achievement award

serial number	nominate	Bonus (RMB)	grade	standard
1	special award	50,000	≥90 points	It can be divided into two categories: product innovation and technological innovation.
2	first prize	30000	80 points (inclusive)-90 points	
3	the second prize	20,000	70 points (inclusive)-80 points	
4	third prize	10,000	60 points (inclusive)-70 points	
5	innovation award	5 thousand	The completion rate of project indicators reached 100%.	Task book of major company-level projects

(1) External technical honor award

In order to encourage R&D personnel to actively declare and strive for

external technical honors, Media company gives appropriate supporting rewards to some influential external technical honors. The standards are as follows:

Table 2.4.

External technical award

Awarding unit	Country (the State Council)			department Committee and China Quality Association	provincial government			German Red Dot, German \iF Award\, American \IDEA\ Award \,China Model Association Fine Model Award.	Top journals and conference papers
Honorary name (limited)	National Science and Technology Progress Award, China Quality Award and National Patent Fund. Award, silver award			china quality award	Provincial Science and Technology Progress Award, Quality Award, Provincial College Litt prize		Germany Red Dot	Get corresponding honors and mass production related to the company's industry.	Nature, Science IEEE /CVF CVPR, ICLR, NeurIPS, Advanced Materials, and other top 10 journals and conferences. journals and conferences
Honors	First Class	Second Class	Third Class	/	First Class	Second class	Best of the best		
Award amount (million)	5	3	2	1	2	1	1	0.5	Media company Performance Evaluation Determined by the committee

(2) Innovative Person Award

The criteria are set as follows:

Table 2.5.

Innovative Person Award

Serial number	Category	Number (person/year)	Reward amount (Million Yuan)	Criteria
1	Best Rookie	≤10	1	<p>Within five years of joining the company by school recruitment, within two years of joining the company by social recruitment.</p> <p>High work motivation, strong sense of responsibility, fastest growth in ability among new recruits, and can independently undertake R&D tasks.</p> <p>Within the past two years, he/she has served as a key project manager or technical leader, presided over or participated in projects with important roles, and achieved project goals.</p> <p>At least 1 A (or above) in the last 2 years.</p>
2	Innovation Leader	No limitation	3	<p>Successfully completed major projects at company level in the past 2 years.</p> <p>Solid technical skills and deep accumulation: have a clear research field, and have focused on R&D in this field for more than 5 years, with important outputs and obvious benefits, and belong to the “leader” in this research field.</p> <p>Recommended by senior experts of related specialties, technical directors and senior experts in the same field within the company.</p> <p>Have a certain degree of influence in the industry, and have been appointed as expert consultants by professional authoritative organizations. Creativity, technology, quality: have the company's confidential know-how + utility model patent.</p> <p>Profit.</p> <p>Cultivate expert talents by the way of “teacher and apprentice”. A (or above) in the last 2 years.</p>
3	Outstanding Contribution	No limitation	5	<p>On the basis of meeting the criteria of leader, the following conditions are also met:</p> <p>External honor: winning the second prize or above of Provincial Science and Technology Progress Award once as the first inventor.</p> <p>Outstanding personal contribution in breaking through bottlenecks or cultivating core technologies such as industrial “choke points” or “patent barriers”.</p> <p>Research, development: the main inventor has a high-value invention patent or publishes 1 paper/article in top journals.</p> <p>Creativity, technology, quality: 1/article based on the main inventor's top secret know-how. 1 piece/article.</p>

2.3. Problems in the company's basic production management personnel

There are certain problems in the compensation scheme, this chapter through the production management of the questionnaire, based on the analysis of the questionnaire results summarized the problems, and analyzed according to the reasons of formation, for the incentive compensation improvement plan. Salary survey questionnaire design

In order to more objective show the compensation of basic production management, analyze the reflection of the current salary scheme in the basic production and management, this paper designed the salary questionnaire, from the salary level, salary structure, performance appraisal and welfare, four aspects of the salary scheme is scientific, rationality and effectiveness, in order to understand the main problems in the compensation scheme. Based on this purpose, this paper conducted the compensation questionnaire design, the main problems including 6 overall satisfaction related problems, salary results related problems, 3 performance appraisal problems, 3 welfare related issues, and 1 other opinions and Suggestions to describe the problem. The detailed questionnaire is found in Appendix A, The Company Compensation Questionnaire.

In order to ensure the accuracy of the questionnaire, reduce the error, before the questionnaire, this paper through WeChat group voice for the purpose of the questionnaire, purpose, filling requirements, confidentiality, such as basic production management personnel according to the work, the actual feeling to fill in, other departments according to their own understanding of production management positions to fill in, and thank them for their support. The questionnaire by the subject research implementation team to assist, and within a week after the questionnaire recycling, questionnaire 222 questionnaires, questionnaire recovery rate is as high as 92.5%, all recycling questionnaires for effective questionnaire, questionnaire efficiency as high as 92.5%, basic production management personnel participation is

very high, the survey effect is good.

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Table 2.6.

Statistical table of overall salary satisfaction survey results

Question item	item content	Key points of statistical results
1.	Only 26.6% of you are very satisfied with your current income, and 23.4% of you are normal Feel satisfied? Unsatisfied and very dissatisfied accounted for 46.8%, and the salary satisfaction was at a low level	
2	The main reason why you are satisfied with your salary in your current salary is that the gap is reasonably 64% compared with your colleagues. Is this the reason why you are satisfied with other factors? Satisfy proportion did not exceed 16%	
3	The biggest factor for your dissatisfaction with your income is the low salary level compared with the same industry, accounting for 48.2%. Is it the reason for your dissatisfaction? Not with performance and contribution value, accounting for 23.4%, unrelated to learning and ability, accounting for 21.2%	
4	Do you think that the company's employee compensation plan thinks that 55.9% of the salary plan is unreasonable, and 23.4% is generally reasonable? Is it basically scientific and reasonable? Scientific and reasonable 11.7%, very reasonable only 9%	
5	In your opinion, the overall salary plan of the company believes that 70.8% lack the incentive effect, and 23.4% can basically motivate employees to work: how much is the incentive effect on you? Only 5.9 percent said they were fully motivated to work	
6	61.8% of the compensation is unfair, 61.8% and 29.3% are basically fair. What is the evaluation of extraordinary fairness and fairness? Flat accounted for only 9%	

Based on the statistical results presented in table, the following conclusions

can be drawn: Grassroots production management personnel's overall salary satisfaction of Midea Company is not high. For most people, the income gap caused by the grade difference with their colleagues is within their acceptable range, while the salary level (i. e., the position compared with similar enterprises), performance pay and salary matching with personal ability are not satisfactory.

The salary dissatisfaction of grassroots production management personnel mainly comes from the aspects of the low salary level in the same industry, the unreasonable performance salary and the mismatch between salary and personal ability. Among them, the salary level is too low compared with the production management personnel of the same level in the same industry, which is the most important reason.

The feelings of the grass-roots production management personnel about the scientific rationality of the salary plan are generally or considered unscientific and unreasonable, which is questioned to a large extent among the grass-roots management personnel.

Most of the grassroots production management personnel do not recognize the incentive effect of the salary plan, and the incentive effect is not obvious.

Most people think that the salary and treatment provided by Midea company to the grassroots production management personnel lack fairness. Problems existing in the compensation scheme of the basic production management personnel. Through the analysis of the results of the salary questionnaire survey in the last section, it can be basically determined that the incentive salary scheme of the grassroots production management personnel of the company has certain problems in four aspects: fairness of salary level, rationality of salary structure, incentive of performance appraisal and flexibility of welfare design. This section mainly summarizes and summarizes these problems, and analyzes the reasons. Through the sorting out and chart analysis of the questionnaire results in the last section, it can be seen that the company's incentive compensation plan has problems in four aspects. Summarize and sort out these problems.

Table 2.7.

Summary table of the problems existing in the incentive compensation schemes Specific problem descriptions account to the results

Overall satisfaction	Salary satisfaction is low Dissatisfaction at all levels of the company's compensation The scientific rationality of the compensation plan is insufficient the incentive effect of the compensation scheme is not obvious. The compensation treatment lacks fairness and impartiality	Employees are seriously dissatisfied with the salary, have low enthusiasm, have high expectations for the peer enterprises, and the idea of leaving is relatively common
Compensation level	Compared with the same position in the industry, other local enterprises, similar talents and the insufficient incentive effect, the salary level is at the average or low level to stimulate the enthusiasm of employees	
Problem level	Specific question description	Lead to results
Compensation structure	Low salary structure satisfaction focuses too much on changes in salary levels and positions The setting of the fixed parts and the variable parts of the salary is not reasonable	Lack of attention to performance, and positive improvement the existing wage scale standard cannot play the due incentive effect is not high
performance appraisal	Performance appraisal pay cannot reflect job performance. Performance appraisal pay depends on job rank and subjective factors The setting of performance appraisal indicators is not reasonable	Employees pay low attention to performance improvement, and they are prone to only pay attention to the relationship between superiors and subordinates
welfare	The welfare system does not have an industry advantage Low satisfaction with the welfare and subsidy systems Benefits offer less content	The welfare system has low selectivity, cannot meet the needs of employees, and is not competitive

The salary level is not fair and just According to Adam. According to Smith's fair theory, employees' evaluation of the salary level mostly comes from the results of comparison, and their enthusiasm in the work is mostly related to this. Therefore, the incentive effect of the salary has a lot to do with whether the salary level is fair and just. From the results of the questionnaire survey and the current analysis of the salary level, Midea company is in a relatively low position compared with the same industry or the same region. In the case of constantly changing external compensation level, Midea company has not adjusted the salary level of grass-roots production management personnel, and the relative level of its salary has been kept at a low level. In view of the salary level, production management personnel at the

grass-roots level in the same jobs, the same ability level, degree, work experience, compared with personnel, the results are negative, base, this does not have the external advantage, caused the lack of justice in salary level, severely hurt the production management personnel of the work enthusiasm and initiative, incentive effect.

The salary structure is not reasonable from the perspective of the salary structure of Midea company, the salary level design of determining the salary level is relatively single. The salary gap between the basic production management positions is not large, and the proportion of the fixed part and the changing part is unreasonable. The main problem is that the proportion of the fixed part is too high. Although this compensation structure makes the production management personnel at the grass-roots level salary looks relatively average, ordinary employees compared with colleagues, but for good employees, is obviously the average, the embodiment of righteousness, cannot reflect the value of the work and contribution, will lead to good staff enthusiasm, unable to give full play to the salary incentive effect, easy to cause talent mediocrity and loss

Pay for performance does not reflect job value Through the survey results on the performance pay of the basic production management personnel of Midea company, it can be seen that the performance pay of Midea company is not a reflection of the work value in its cognition, but the result of the subjective evaluation of the superiors. This is closely related to the performance appraisal setting of Midea company. As can be seen from the analysis of the performance salary of grassroots production management personnel, it can be seen that the current performance appraisal system of Midea company has problems in index setting, scoring mode, quantification degree and other aspects, which cannot reflect the value and contribution brought by employees with different abilities to the company on the whole.

Low selective benefits cannot meet employee needs Most of the feedback from Midea's grassroots production managers on welfare issues comes from the low selectivity aspect compared with other enterprises. The salary provided by Midea is

basically materialistic, and the benefits are limited to social security, holiday and labor protection benefits, while those similar to the paid leave, social life benefits, birthday holiday benefits, career development opportunities and other aspects provided by other enterprises are not involved. This low-selective welfare system makes the grassroots production management personnel obviously lack of incentives in the experience of the company's welfare system, which cannot cultivate their sense of cultural identity and loyalty to the company. Analysis of the problem of salary scheme of basic production management personnel Through the company basic production management problems in the incentive compensation induction and sorting, it can be seen that the formation of these problems have its reason, these reasons have the influence of the external environment, also has the guiding problems in the process of internal management, the main is the curing of compensation management system itself and imperfect, lead to beauty company in the incentive compensation system lack of fairness, rationality, incentive and flexibility.

The cost-oriented thinking of senior managers leads to the decrease in salary satisfaction Since the reform and opening up, the domestic economy has been in the stage of rapid development, and more and more enterprises have emerged in various industries, and the equipment manufacturing industry is no exception. However, on the whole, domestic equipment manufacturing is still at the low-end level compared with Europe and the United States, most enterprises are a comprehensive imitation of foreign advanced technology, resulting in the status quo of serious product homogenization, this situation with the development of enterprises has become more and more intense in recent years. In the current situation of product homogeneity, limited price advantage and fierce market competition, enterprises pay more and more attention to the cost, especially the human resource cost, which has become the primary consideration for enterprises to reduce the cost. Similarly, the senior managers of Midea company also have this kind of cost-oriented thinking, which leads to that when the human resources department implements the overall strategy, the first consideration of compensation is the cost reduction, rather than the

effectiveness of human resource management. Cost oriented thinking is the direct consequence of the lower employee pay level, as the lower trend gradually clear, employee satisfaction of pay naturally gradually reduced, plus the industry itself liquidity than, larger, turnover small increase did not cause the management and senior enough attention, until the present situation and the consequences.

Increasing external competition leads to a low salary level For the equipment manufacturing industry, the construction of talent team is a major focus in enterprise management, and the acquisition of excellent talents has always been the focus of enterprises in the industry. As the domestic degree of urbanization, rural labor choose to return to three or four line town increased rapidly, enterprises to obtain sustained competitiveness in this respect, must provide workers more in line with the industry, salary level, more competitive and attractive salary, this is most enterprises in order to more rapid development will take basic measures. In Hebei, new enterprises in the same industry have appeared in five years, and Midea company has become an established enterprise in the industry. In order to gain the first opportunity in development, the new enterprises in the industry control the average level in the industry, and even the salary of some enterprises is even set at the highest level in the industry. Midea company, however, continues to implement a compression strategy on human resource costs in this process, and the annual salary increase is basically no more than 5%. After five years of continuous compression, and the continuously intensified external competition, the salary level of the grass-roots production management personnel of Midea company has gradually been lower than the industry average level, at a relatively low level in the industry.

The salary structure brought about by the solidification of the post salary grading system is unreasonable In the process of development, modern enterprises have a higher grasp of human resource management. Therefore, the model of compensation management is also constantly improving. According to the current economic environment, many modern enterprises have adopted the fine post and rank design and the weak performance incentive is formed by the imbalance of

performance management For modern enterprises, with the continuous development and improvement of human resource management level, the importance of employee performance has been gradually deepened. As a strong tool to improve enterprise production efficiency and management efficiency, performance management has always been the focus of enterprises in human resource management and salary management. For production enterprises such as Midea, KPI is more selected in the performance management methods. With the continuous use of KPI in practice, the design and selection of key indicators are becoming more and more scientific and rigorous. Most production enterprises will constantly improve KPI, and the development trend of indicators is more and more highly quantitative. Affected by the absence of private enterprise management, the company in performance management obviously at a low level, although adopted the KPI mode management, but in the index setting and quantitative degree obviously far from the requirements of modern enterprise KPI implementation and standards, but only on the method level of simple KPI setting. This imbalance of performance management, makes the company's performance management basic completed by the department manager, the basic production management, the proportion of performance pay depends on the post pay, and the subjective evaluation, rather than the corresponding indicators in, quantitative data, the lack of corresponding fairness, objectivity and scientific, naturally lost the employee performance pay incentive effect.

The simple design of the welfare system results in the lack of welfare flexibility With the development of market competition and the progress of human resource management, the welfare system design of enterprises is becoming more and more mature and reasonable. Compared with the traditional single welfare system, the welfare system of modern enterprises is obviously more complex, so it has a more powerful attraction and incentive effect for employees. But, from the perspective of the beauty company currently execution welfare system, contains the content is relatively simple, in addition to the basic welfare, with industry or enterprise characteristics of welfare system is relatively few, and base, layer of production management personnel on welfare without any autonomy, only

according to the post pay level to receive related benefits, the lack of independent choice. From the perspective of welfare projects, the material treatment problem, which is generally highly concerned by grassroots production workers, has not been reflected in the welfare system. Generally speaking, media company's welfare system design is relatively simple, this simple, rigid the welfare design makes the welfare and compensation part lack of due flexibility, which is unattractive to the grass-roots production management personnel, and naturally lacks the corresponding incentive effect.

Regarding the existing incentives for R&D personnel in Media company, in terms of material incentives, Media company's material incentives for R&D personnel include salaries, bonuses, benefits, etc. However, there is a lack of necessary written rules and regulations on material incentives, and a certain degree of arbitrariness exists in the issuance of bonuses, so that the fairness of material incentives among R&D personnel is not adequately guaranteed. In terms of non-material incentives, Media company has provided incentives for R&D personnel in the three aspects of innovative achievements, external technical honors, and innovative figures by combining spiritual and material incentives, and at the same time formulated corresponding standards, but there still exist problems such as insufficient material incentives, inadequate non-material incentives, and imperfect incentive-related rules and regulations. In Media company's many years of practical experience, the existing incentives exist in a more serious phenomenon of egalitarianism, similar to this "pepper spray" type of incentives can not be in the true sense of the R & D staff to play a motivational effect. In addition, Media company's current non-material incentives focus on three aspects: innovation results, external technical honors, and innovative people, and do not involve in salary construction, supporting benefits, and equity dividends, resulting in a single non-material incentive.

Analysis of the principal-agent relationship between Media company and R&D personnel.

Relationship between Media company and R&D personnel the key to the

survival and development of enterprises is to accurately grasp the pulse of the market, and constantly develop new products, cultivate new performance, and incubate new scientific and technological achievements. Therefore, under the strong organization and guidance of the company's leadership, all the employees of Media company fully realize the importance of enterprise R&D. The company constantly emphasizes the key role of R&D team and R&D talents, so as to base on the independent innovation of the enterprise, constantly ploughing in the innovative design, research and development, and technological transformation, and constantly encouraging the R&D team and R&D talents to create more breakthrough technological achievements. At present, the organizational structure system of Media company's technology platform has been restructured to form a “three-tier technology structure system”, and the company has formed the Central Research Institute of Media company through deep optimization of organizational levels, streamlining of organizational structure, reduction of business duplication departments, etc., and transferred all the organizational relations of Media company's R&D personnel to the Central Research Institute. below. At the same time, Media company and the Central Research Institute signed an R&D project entrustment agency agreement, which specifies the R&D projects for which the Central Research Institute is responsible, as well as the contents and tasks included in the projects, and also specifies that Media company is responsible for providing the necessary R&D project funds and resources for each R&D project team and R&D personnel of the Central Research Institute. By

In this way, a principal-agent relationship is constructed between Media company and all R&D personnel. In the following, this paper will conduct an in-depth research and analysis on how to create a principal-agent model between Media company and R&D personnel, and try to find out the main factors affecting the work efficiency of R&D personnel in Media company.

After analyzing the principal-agent model between Media company and R&D personnel, we found that there are two main factors affecting the efficiency of Media company's R&D personnel, i.e. the agent's (R&D personnel's) own degree of risk

avoidance and the degree of collaboration of the R&D team members, so we should focus on the two main factors to build an incentive mechanism that is suitable for the development of the enterprise itself, but the problems existed in the existing incentive mechanism for Media company's R&D personnel, and it needs to be improved in the new incentive mechanism. However, the existing incentive mechanism for R&D personnel in Media company has some problems, which require in-depth thinking before the design of the new incentive mechanism.

Lack of systematic training

Media company's training for R&D personnel focuses on transaction-oriented training, which places more emphasis on practical training for R&D personnel and takes the completion of tasks by R&D personnel as the fundamental goal, which has the advantage of enabling R&D personnel to get started as soon as possible and complete the relevant R&D tasks explained by the company, but this practical training ignores the individualized needs of R&D personnel. Therefore, the training of R&D personnel of Media company should have medium and long-term planning, after fully considering the individualized needs of the company's R&D personnel, the R&D personnel of Media company should be trained in a targeted and systematic manner.

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CHAPTER 3.

IMPROVEMENT PLAN OF INCENTIVE MECHANISM FOR R&D PERSONNEL IN MEDIA COMPANY

3.1. Satisfaction Survey of R&D Staff in Media company and Interview Survey of R&D Personnel of Media company

In this paper, by going deep into the R & D line of Media company, to take a face-to-face interview, randomly part of the R & D staff of Media company to carry out a more detailed interviews, the main content of the relevant interviews are as follows:

1. The current implementation of the incentive mechanism for R&D personnel in Media company.
2. The current performance appraisal situation of R&D personnel in Media company.
3. The main factors affecting the work efficiency of R&D personnel in Media company.
4. The opinion and satisfaction level of R&D personnel of Media company on the current material incentives such as salary, bonus, and benefits of the company.
5. the opinion and satisfaction level of R&D personnel of Media company on the current non-material incentives such as innovation achievement awards, external technical honor awards, innovation character awards, training, and so on.

In this paper, through the interviews and surveys of some R&D personnel of Media company, we found that the R&D personnel of Media company attach great importance to the fairness of salary distribution and performance appraisal, and mentioned that the existing performance appraisal system of the company lacks strict norms and uniform standards, and at the same time, the existing performance appraisal system for the R&D personnel's appraisal is overly subjective, and therefore seriously lacks objective fair and impartial appraisal indexes. In terms of

salary structure, the interviewed R&D personnel of Media company feedback that the salary assessment index is too concerned about the assessment indexes such as title and rank, and the assessment degree of the indexes for the personal ability of the company's R&D personnel is relatively low. In terms of non-material incentives, the interviewed R&D personnel of Media company fed back that the non-material incentives combining material and spirit, such as Innovation Achievement Award, External Technology Honor Award and Innovation Person Award, although to a certain extent, they have motivated the R&D personnel's work enthusiasm and initiative, and demonstrated the honor of the company's collectivity and the employees' individuality, but due to the relatively small amount of incentives in the non-material incentives, which resulted in the company's incentive to the R&D personnel is still far from strong enough. However, the amount of incentives in non-material incentives is relatively small, resulting in the company's incentives for R&D personnel is far from enough. In terms of training, the interviewed R&D staff of Media company mentioned that the company's training favors practical training, which is aimed at enabling employees to start working as soon as possible, but the practical training is not enough to enhance the core technical abilities and strengths of R&D staff, which easily leads to Media company's R&D staff falling into the bottleneck of technical research and development very soon. Fairness of material incentives to be improved.

Media company's existing material incentives include salaries, bonuses, benefits and other conventional incentives, but there is a lack of necessary written rules and regulations on material incentives, and there is a certain degree of arbitrariness in the issuance of bonuses, so the fairness of material incentives among R&D personnel can not be adequately safeguarded.

Material incentives to be improved

Media company provides incentives for R&D personnel in the three aspects of innovative achievements, external technical honors and innovative people, combining spiritual and material incentives, and sets corresponding standards, but the amount of incentives is relatively small, resulting in insufficient material

incentives for the company's R&D personnel.

Existence of “egalitarian” phenomenon

The difference in the amount of incentives between R&D personnel of the same rank and position in Media company is relatively small, which makes it impossible to measure the difference in the technical level and ability of the company's R&D personnel in terms of value, and therefore leads to poor incentives for the company's R&D personnel.

Single form of distribution

Media company has implemented the salary distribution program of post salary + fixed salary for its R&D personnel, this program lacks the idea of effectively reflecting the work characteristics of the company's R&D personnel, and the low efficiency and low collaboration of the R&D process will lead to the postponement of the company's R&D projects or the failure of acceptance, which will cause greater losses to the company.

Non-material incentives to be optimized

1. The target of non-material incentives is not strong

In the process of non-material incentives, Media company pays insufficient attention to the needs of individual R&D personnel, and thus fails to fully mobilize individual R&D personnel's motivation. Single form of non-material incentives Media company's current non-material incentives are focused on innovation results, external technical honors, and innovative people, and the non-material incentives such as salary construction, supporting benefits, and equity dividends have not been involved, which results in a single form of non-material incentives for Media company's R&D personnel, and thus there is still a lot of room for improvement.

2. Single promotion channel

According to the standardized process of enterprises, the promotion channels for R&D personnel usually have a complete set of promotion plans, but the promotion channels for R&D personnel in Media company lack a certain degree of standardization and normality, and there is only a single promotion route and channel from general R&D personnel to expert engineers, so the assessment method of the promotion process

for R&D personnel in Media company still needs to be improved. Questionnaire Survey of R&D Staff in Media company Based on the above research and interviews in the front line of R&D in Media company, we have a clear idea about the incentives for R&D staff in Media company.

In order to have a more comprehensive and in-depth understanding of the factors affecting the incentives of R&D personnel in Media company and the degree of satisfaction of R&D personnel with the existing incentives, we designed an exclusive employee satisfaction questionnaire for the R&D personnel in Media company. The target respondents of the employee satisfaction questionnaire are all the R&D personnel in Media company. At the same time, we randomly distributed 864 questionnaires to all the R&D personnel in Media company by a combination of offline distribution and online sampling. At the same time, we randomly distributed 864 questionnaires to all R&D personnel of Media company by combining offline distribution, online filling in and sampling, and the final recovery rate of the questionnaires reached 95.26%. Finally, we conducted an in-depth study and analysis of the recovered questionnaires, and now the satisfaction survey of R&D personnel in Media company is announced as follows:

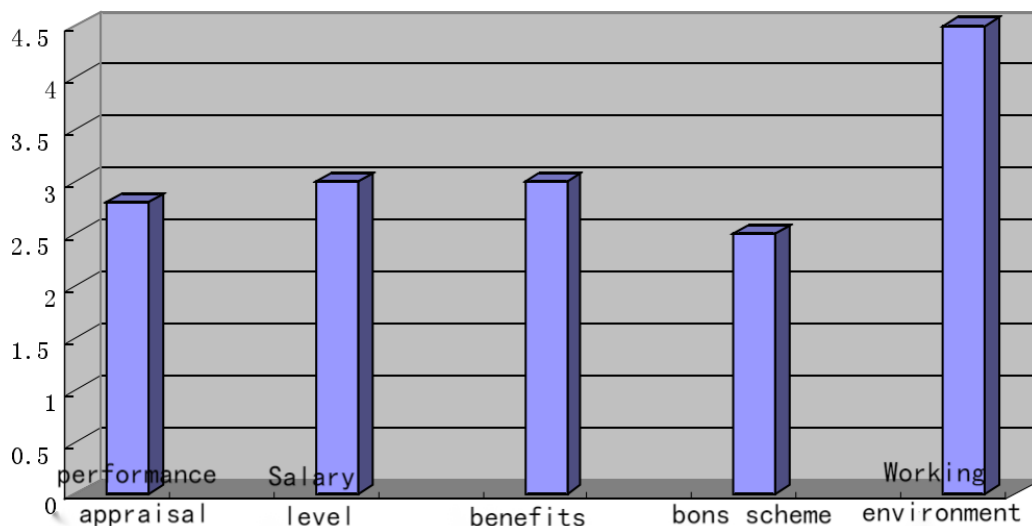


Figure 3.1. Satisfaction Survey of R&D Staff in Media company

Combined with the results of the interviews of the interviewed R&D personnel of Media company, we found that the results of the questionnaire survey

on the satisfaction of R&D personnel of Media company and the interview survey of R&D personnel of Media company are basically the same, and the questionnaire on the satisfaction of the employees shows that the R&D personnel of Media company generally feedback that there is a lack of uniform standards in the company's performance appraisal, and that there is a lack of objectivity, fairness, and impartiality of performance appraisal indicators, and that there is a lack of uniformity in the performance appraisal of Media company R&D personnel. Performance assessment indicators, and for the salary assessment is too concerned about the title, rank and other indicators, for the company's R & D personnel personal ability indicators assessment degree is low, in the bonus incentives and other material incentives system is more lack of fairness and impartiality. Employee satisfaction questionnaire also shows that the R&D personnel of Media company have the highest satisfaction with the company's working environment, and the company's R&D personnel generally believe that colleagues get along with each other harmoniously, and that the office location is well equipped with soft and hardware facilities and equipment.

3.2 Ideas for improving the incentive mechanism of R&D personnel in Media company

According to the principal-agent model of Media company and R&D personnel in Chapter 3, this paper concludes that the degree of teamwork and the degree of risk aversion of R&D personnel are the two main influencing factors, which are the most important influencing factors.

These two main influencing factors as the most important influencing factors have seriously affected the enthusiasm and initiative of R&D personnel of Media company, which has a greater impact on the efficiency of R&D personnel, so we should construct an incentive system for R&D personnel of Media company according to these two main influencing factors, so as to effectively enhance the efficiency of R&D personnel of Media company. Therefore, in the process of

forming the incentive mechanism improvement program for R&D personnel of Media company, we should focus on Therefore, in the process of forming the incentive scheme for R&D personnel of Media company, we should focus on the perspective of improving the degree of teamwork of R&D personnel of Media company and discovering the most favorable degree of risk avoidance for the agents (R&D personnel). As a result, we suggest the following ideas for improving the incentive mechanism of R&D personnel in Media company.

Strengthening agent performance appraisal

In order to effectively stimulate the working enthusiasm and initiative of R&D personnel (agents) of Media company and improve the working efficiency of the company's agents, it is suggested that Media company strengthen the performance appraisal of the company's agents, and that Media company should strengthen the appraisal of the company's agents not only from the performance level, but also from the ability level, so as to form a new performance appraisal system combining \ability and performance\. Generally speaking, the performance appraisal indicators of enterprise R&D personnel should have the following functions: First, the performance appraisal objectives of enterprise R&D personnel should be clear, and making clear performance appraisal indicators for different company agents is conducive to the company's agents to carry out their work in a planned way towards the goals, and to make the company's agents purposeful and targeted in order to complete the corresponding target plan. Second, the performance appraisal indicators of enterprise R&D personnel should be measurable, and the evaluation of any affairs should have a universal criterion, so should the performance appraisal of enterprise R&D personnel. It is suggested that the performance appraisal indicators for Media company's agents must be measurable, well-founded and standard, which is not only conducive to the fair and just appraisal of company agents, but also can make company agents feel the rationality and authority of relevant rules and regulations such as company performance appraisal. Thirdly, the setting of performance appraisal indicators for enterprise R&D personnel should be practical and effective. The formulation of performance

appraisal indicators aims at improving the work enthusiasm and initiative of the company's agents, and effectively improving their work efficiency for R&D personnel of Media company, so it is particularly important to design a set of practical and effective performance appraisal indicators for the company's agents. Such a set of performance appraisal indicators can not only standardize the work behavior of the company's agents, but also urge the company to complete the performance appraisal of the company's agents as soon as possible in the corresponding period. Fourthly, the performance appraisal indicators of enterprise R&D personnel should be result-oriented, because everything is finally explained by the results. Even if the whole process is done well, relatively no good result is wasted. Therefore, the setting of performance appraisal indicators of enterprise R&D personnel must be result-oriented and guide the company R&D personnel to work hard in a better direction. The performance appraisal process of enterprise R&D personnel (agents) is as follows:

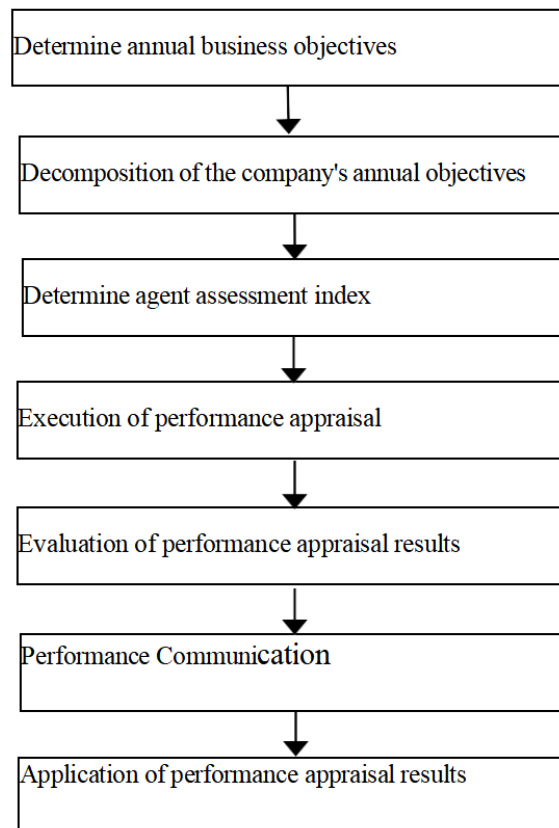


Figure 3.2. Schematic Diagram of Performance Appraisal Process

For the systematic construction of the performance management system for R&D personnel of Media company, the corresponding design should focus on the factors of the degree of collaboration of the R&D team and the degree of risk avoidance of the agents themselves. It is suggested that Media company should set up a performance appraisal committee for its R&D personnel, with the person in charge of Media company (chairman or general manager) acting as the principal as the head of the performance appraisal committee, and the person in charge of the personnel department of Media company, the technical director, the financial director, the marketing director, and the president of the central research institute acting as the members of the performance appraisal committee, with Media company's performance appraisal committee discussing and formulating the performance appraisal management methods for the company's R&D personnel. The performance appraisal committee of Media company shall discuss and formulate the performance appraisal management methods, relevant supporting systems and KPI indicators for the R&D personnel of the Company, while the Compliance and Risk Control Department and other competent departments of the Company shall carry out the supervision and management of the appraisal, and the appraisal shall be carried out by the personnel department of the Company and the Central Research Institute of the Company as the appraisal party, and the appraisee agents shall be the R&D personnel of Media company.

3.3. Improve the construction of remuneration system for R&D personnel of Media company

After strengthening the performance appraisal of the agents, it is recommended to improve the construction of the remuneration system for the R&D personnel of Media company. A differentiated and flexible remuneration distribution system should be set up for the R&D personnel of Media company, so as to construct a comprehensive incentive system for the R&D personnel of Media company. The optimized remuneration system should be used as the basis for the

remuneration system of the R&D personnel. It is recommended to take the optimized compensation system as the core part of the incentive system for the company's agents, and appropriately adjust the compensation of the company's R&D personnel.

It is recommended to use the optimized salary system as the core part of incentives for the company's agents, appropriately adjust the salary distribution of the company's R&D personnel, and expand the promotion channels for the R&D personnel of Media company, in order to enhance the motivation and initiative of the Media company R&D personnel. It is recommended that Media company should, in the specific design of the income distribution system, increase the proportion of salary distribution focusing on key agents such as basic-level R&D personnel, technical backbone employees and R&D leaders, strive to basically realize that Media company's R&D personnel can get more pay for more work and be distributed according to their work, and form a distribution system that matches the positive salaries of those agents who are willing to take up the responsibility and make great efforts, and take the performance appraisal as the fundamental basis for salary distribution. The performance appraisal is taken as the most fundamental basis for salary distribution. At the same time, the basic salary is designed based on ability and contribution, and in addition to the basic salary, the performance salary is flexibly distributed through performance appraisal, and focusing on the technical talents who have made outstanding contributions to the research in the core technology field, special allowances are issued to such technical talents, so as to form a reasonable, compliant, and flexible salary distribution system for R&D personnel of Media company.

Building a positive corporate culture

Corporate culture is the key element to support the healthy development of Media company, and is the main source for the company to realize long-term competitive advantages. Corporate culture is also the soul of the company's operation and management, and is an important support for the company's core competitiveness. For the R&D personnel of Media company, it is the basic guideline

of Media company's corporate culture to promote the common development of the company and its agents by constructing a positive corporate culture and uniting their efforts. The construction of corporate culture should follow the core concept of corporate culture as the highest guiding principle, through a variety of initiatives to transform the concept of corporate culture into the company's R & D personnel's behavior and habits, any organization is the builder of corporate culture, disseminators, influencers, and any individual is a corporate culture, the company's core competitiveness.

Beneficiaries and practitioners of corporate culture. Through the construction of enterprise culture, stimulate the spirit of innovation and creativity of the company's R & D staff, through the cohesion of employees to play the role of the main body of the staff, prompting the company's R & D staff to achieve the same goal, the same direction of action to achieve the goals at all levels. It is recommended that the head of the group be assumed by the company's director, who is the first person responsible for the work of corporate culture, the members of the corporate culture working group consists of the party, government, industry and group leaders, and strive to achieve a clear division of labor and responsibilities for the work related to corporate culture, and synchronize and designate the contact person of corporate culture, and the contact person to docking the company's working group of corporate culture. Secondly, through a variety of initiatives to mobilize the enthusiasm of employees, stimulate the vitality of employees, promote the interest of employees to produce innovation and creativity, and enhance team cohesion, innovation and creativity is an important embodiment of the company's corporate culture, the company and its units through a variety of initiatives to motivate the entire staff to create value, set up characters and organizational benchmarks, carry out motivational activities is an important way to motivate corporate employees, respect for employees, care for employees, and Rely on employees, open communication channels, adhere to the people-oriented management, against simple and rough, the establishment of staff interest organizations, show staff talent, such as: the establishment of music, dance,

photography, painting, handicrafts, cycling, hiking, ball games and other interest organizations, a wide range of interest in the normalization of the activities held on a regular basis or from time to time to hold a wide range of participation in the display of talent show, to interest as a bond cohesion of the enterprise staff, strengthen the corporate Employee self-management, strengthen the construction of corporate culture communication team, according to the organizational structure and the number of employees to set up a matching communication team, develop incentives, regular work evaluation, and strengthen the construction of corporate culture communication positions, such as billboards, bulletin boards, team garden, cultural corridors (walls), employee manuals, office systems, new media, etc., to strengthen the systematic and standardized. Again, improve the dissemination content system, timely dissemination of positive energy, dissemination of the unit's systems and norms, business management, examples of innovation and creation, people benchmarking, team activities, honors and awards, employee talent, etc., and collaborative dissemination of the company's level of content, such as corporate strategy, cultural concepts, and development, etc., to explore the unit's corporate culture highlights, and the formation of the incident (case) example. Finally, it is suggested that Media company should strengthen the work of declaring and evaluating the highlights of corporate culture, organize and carry out experience exchange activities on a regular basis, disseminate and promote the excellent practice of corporate culture within the company, and precipitate and share the experience of corporate culture. The stimulation mechanism of corporate culture is shown in Figure 3.3.

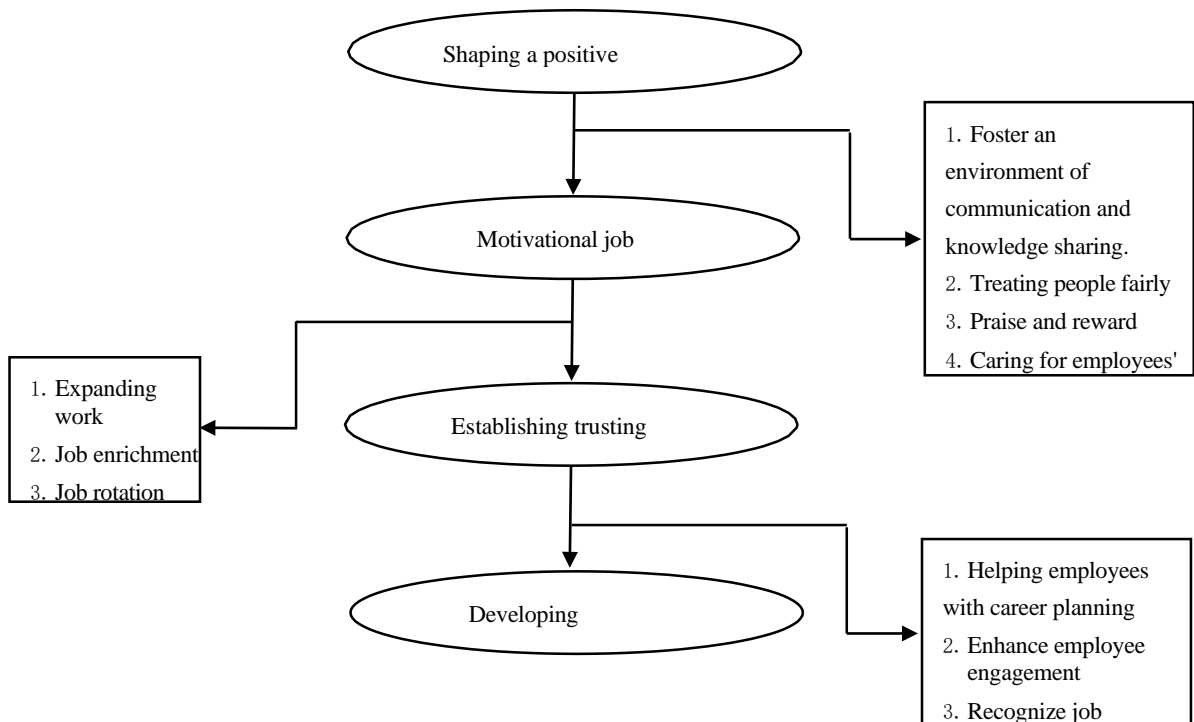


Figure 3.3. Corporate culture stimulation mechanism

Improve the career path planning of R&D personnel in Media company

For the R&D staff of Media company, not only should we build a positive corporate culture, but we should also improve the career development path planning for the R&D staff of Media company. The R&D staff of Media company is not only the company's human cost, but also the company's human capital, as the core human resources of the company's technology research and development, they have a crucial role to play in the future development of the company as well as the accumulation of the company's overall technological depth, and will be the most fundamental asset for the company to overcome the difficulties on the road of future operation and development. They will be the most fundamental treasure for the company to overcome the thorns on the road of future operation and development. Therefore, the optimization design and planning of the career development path of R&D personnel of Media company is one of the important parts of the incentive

mechanism improvement plan. Usually, for the R&D personnel of Media company, most of them are willing to choose the technical field they are good at and the corresponding technical research and development positions, which is very common in the whole career development path of R&D personnel, basically in accordance with the promotion order of assistant engineers, engineers, senior engineers and expert engineers, but with the changes of the domestic and international environments, the population of China continues to grow, the employment population continues to rise, and the incentive mechanism is one of the important components of the improvement program. However, with the changes in the domestic and international environment, the continuous growth of China's population, the continuous rise in the number of employed people, and the continuous increase in employment pressure and other factors, the pressure on the enterprise's scientific researchers to be promoted to the team of high-end technical talents will become greater and greater, and their chances of being promoted will be reduced, which will result in the discontinuous development of the enterprise's scientific researchers and intensify the wastage of the company's scientific and technological research and development talents. Therefore, it is suggested that the personnel management department of Media company should adopt various development channels so that the company's R&D personnel can show themselves through their work, so that the company's R&D personnel can strengthen their training in the actual work and improve their core technical level, thus reflecting the value of salary management more efficiently. With regard to Media company's lack of core technical talents, leaders in specialized technical fields, etc., it is suggested that Media company should adopt unconventional practices and introduce a large number of technical talents in the relevant fields that it lacks, and provide high-level technical talents with preferential policies such as transportation subsidies and housing, so as to provide high-level technical talents with the necessary material safeguards, in order to gradually alleviate the concerns of the company's agents, continue to stabilize the mentality of the company's agents, and continuously stimulate the entrepreneurial enthusiasm of the company's agents. For certain R&D

personnel who are not in line with Media company's corporate strategic development planning and technological innovation development direction, they should be supervised and urged to complete the enhancement of technical ability and refreshment of theoretical knowledge within the target time limit. If such R&D personnel cannot be completed within a certain period of time or subjectively have no willingness to update the knowledge of scientific research and business and technological system, the R&D personnel of this category will be transferred to another post or demoted to a lower post, and those R&D personnel who cannot be transferred or demoted to a lower post will be transferred or demoted to a lower post. For those R&D personnel who cannot be transferred or demoted, the personnel relationship between the company and them shall be terminated and the employment contract between the company and such R&D personnel shall be terminated on the basis of compliance with the provisions of the Labor Law and humanistic care. It is suggested that the smooth flow mechanism of R&D personnel of Media company be opened up through the above measures.

Improvement of supporting benefits for R&D personnel of Media company

At present, the benefits provided by Media company to its employees uniformly include three main categories:

Subsidized welfare: compensate employees for their extra expenses (related work expenses) and give employees related subsidies, including transportation subsidies, housing subsidies, dining subsidies, communication subsidies, etc.

Caring welfare: Relevant welfare provided to show humanistic care for employees and enhance employees' sense of identity, belonging and loyalty to the organization, including annual physical examination of employees, gifts and libations, team building fees, business accident insurance, etc.

Statutory benefits: benefits stipulated by relevant national laws and regulations, including statutory insurance, paid annual leave, statutory holidays, etc.

Based on the aforementioned research and analysis of R&D personnel in Media company, we found that the R&D personnel (agents) in the company have a great demand for welfare, but the welfare provided by the company is not enough.

Therefore, it is suggested to improve the relevant supporting benefits of R&D personnel in Media company, which is not only conducive to meeting the needs of the company's agents for relevant benefits, but also to effectively expand the company's welfare scale, continuously improve the company's relevant welfare system, and continuously maximize the extension of the company's agents' benefits on the basis of existing benefits, thus stimulating the work vitality of the company's agents to a greater extent. To sum up, the related supporting benefits of R&D personnel in Media company are one of the important components of the improvement scheme of incentive mechanism, and it is suggested that Media company establish an enterprise annuity system within the enterprise.

Degree, buying commercial medical insurance for company agents and other ways as the basic guarantee, continuously improve the sense of security and acquisition of R&D personnel in Media company, and continuously reduce the worries of company agents. At present, the basic security system of medical insurance and social security system in our country needs to be improved. This method and method can greatly inspire the working enthusiasm of company agents, enable company agents to exert their own potential and work with peace of mind and hard on a stable platform. Media company only needs to reserve a small amount of funds to buy corresponding enterprise annuities and commercial medical insurance for company agents, and the company can receive the best of both worlds and benefit from each other. Not only can it be continuously improved through the above measures,

Suggestions on Safeguard Measures of Incentive Mechanism for R&D Personnel in Media company

1. Set up special funds for R&D personnel

As we all know, the material and economic foundation determines the superstructure, for the incentives for R & D personnel of Media company, if there is a lack of special funding support, then both the incentives to improve the idea of incentives or incentives to ensure that the measures will “go down the drain” and lose its fundamental utility. First of all, for the incentives of R&D personnel in

Media company, special R&D budget funds are separately listed, which is the most fundamental guarantee to realize the incentives of R&D personnel. Secondly, it is recommended to set up a special fund account for the company's R&D personnel, which not only serves as an exclusive channel for the issuance of funds, but also ensures that the economic incentives of the company's agents are realized. Again, it is recommended to deploy special R & D investment funds for major scientific research projects of Media company from the operating funds of the enterprise, or through the national, provincial, municipal (district), county in the scientific and technological programs in the special projects in the indirect funds, in order to achieve timely incentives for the company's R & D personnel, the full realization of the company's scientific researchers to transform the intellect, so as to enhance the level of scientific research and technology to improve the economic benefits of the enterprise. At the same time, it is recommended that Media company increase the transformation of scientific and technological achievements, actively implement the national major innovation policies with enterprises as the main body, and jointly build innovation consortiums and new research and development institutions with external enterprises, universities, research institutes, and it is recommended that Media company award a certain portion of the total funding of scientific and technological achievements directly to the scientific research team and its members, or convert it into a certain percentage of shares held by research and development personnel. Finally, Media company should formulate a long-term training program for its R&D personnel, and through the company's "Talent Research and Development Fund", provide its agents with start-up funds for scientific research and special funds for the introduction of high-level domestic talents to support the rapid development of the company's R&D talents. It is suggested that Media company should improve the systems to ensure the implementation of the relevant material basis.

2.Strengthening the organization of R&D personnel

The effective operation of the incentive mechanism for R&D personnel of Media company is always inseparable from the efficient organization of human

resources in the company.

Management, which is one of the core components of the major reform of the incentive mechanism, will inevitably involve the situation of pulling one hair and moving the whole body, because once it touches on the redistribution of benefits, it is bound to encounter a lot of obstacles and difficulties. The core management of Media company (principal), as the senior management of the company, should understand and control the core key information of the company in all aspects, and should play a decisive role in the strategic planning, strategic deployment, and policy guidelines. The core management (principal) of Media company, as the senior management of the company, should understand and control the core key information of the company in all aspects, and play a decisive key role in the strategic planning, strategic deployment, policy guidelines, and trial methods. The core management personnel (Principal), as the senior leaders, are different from the general administrative or technical management personnel in terms of their vision and height, and their ability to comprehensively coordinate, authoritatively lead and strategically deploy, as well as their relevant practices in the above aspects, will influence the future development direction of Media company and will continuously inspire Media company to improve the relevant policies and regulations, and to implement the relevant supporting measures and approaches. Therefore, in the process of strengthening the organization of the company's research and development personnel (agents), the core management personnel (principals) play a crucial role. When the principals continue to authorize and support the organization, the personnel department of Media company and the Central Research Institute should strengthen the collaboration with other departments to cooperate with each other, and continuously implement and improve the incentive to improve the relevant work. First of all, before the implementation of the company's incentive program, the personnel department of Media company and the Central Research Institute shall report to the company's executives in detail the company's agent incentive mechanism improvement program and explain to the executives the advantages, disadvantages and importance of the improved incentive, which not

only helps to enhance the company's executives' attention, but also lays the groundwork for the promotion of the incentive program. At the same time, the company's senior management and related departments should set an example, take the lead, and manage people and things in accordance with the relevant norms and systems, and when there are mistakes or improper consequences in their work, they should make timely adjustments and seek for corrective measures, and proactively promote the implementation of the relevant systems. Finally, the work plan of R&D personnel of Media company should be matched with their performance appraisal indexes, and the bonuses in the incentive mechanism should be distributed to the relevant R&D team and its members in time, so as to fully enhance the degree of teamwork of the R&D personnel of Media company, and put the R&D personnel of Media company in a harmonious and enterprising team atmosphere. Therefore, strengthening the organization of the company's agents is one of the important guarantees for the implementation of the incentive system.

3.Improvement of special training for R&D personnel

The formulation of incentives for R&D personnel of Media company is not only a challenging management task, but also a systematic work that requires rational thinking. Even for senior management experts in human resources, if they do not have in-depth research or relevant experience in the incentive mechanism of the company's agents, the formulation and implementation of incentives for R&D personnel of Media company will be even more difficult. Therefore, it is suggested that Media company should firstly popularize and train the company's R&D personnel on incentives, so that the company's R&D team and its members can fully understand and know the relevant operation, implementation and rules of the incentive system, so as to realize the two-way access to information between the company and its employees, and to ensure the implementation of the company's incentives improvement. Secondly, by strengthening the popularization and training of incentives for R&D staff of Media company, the company can realize the two-way access to information and ensure the implementation of incentive improvement.

And training, so that the company agent through training to open the eyes,

learning to the domestic and foreign cutting-edge technology and knowledge, enhance the company agent in the technical aspects of the hard ability, so as to more match the company agent in the existing work of the soft and hard power needs, so as to achieve the company agent's own ability to improve and personal value growth, and constantly improve themselves, optimize the agent's spiritual attributes and energy, to achieve the fundamental The goal of motivating the company's agents is realized. Finally, it is recommended that while improving the special training for R&D personnel of Media company, the company should continue to do a good job in publicizing the relevant work, set up a good typical benchmark and form positive guidance, actively create a good positive energy incentive atmosphere, and promote the formulation and implementation of incentive mechanism safeguard measures of Media company.

4.Strengthen the communication system of R&D personnel

Communication between people is very important, it is not only a way to exchange information with each other, but also an important bridge for people to reach a consensus at the level of thinking, the establishment of an effective communication mechanism for the management of the enterprise is a very critical link, it is recommended that the Media company is necessary to open communication channels, dredge the path of communication to enhance the communication willingness of the R & D staff of the Media company, which plays a positive and positive role in the improvement of incentive mechanism for the agents of the company. improvement plays a positive and positive role. The implementation of incentive mechanism for R&D personnel of Media company should be two-way communication, and effective communication channels and platforms are needed to guarantee the complete implementation of the improvement of the company's incentive mechanism, and it is recommended that the core management personnel of Media company (principal) and the R&D personnel of Media company should have the same communication channels and platforms.

It is recommended that a two-way communication channel and supporting mechanism be established between the core management of Media company

(principal) and the R&D personnel of Media company (agent), and that the relevant communication mechanism be continuously and comprehensively embedded in the implementation of the entire incentive improvement mechanism as a necessary guarantee for the implementation of the Company's incentive plan. Firstly, it is suggested that Media company, in the process of implementing the incentive scheme and constructing guarantee measures for the incentive scheme, creates a good communication atmosphere and cultivates the harmonious and warm communication consciousness of relevant members of Media company by adopting a variety of ways such as carrying out internal staff seminars, answering questions on relevant professional issues, exchanges of internal and external journals, and brainstorming. Secondly, while publicizing the company's incentive mechanism implementation plan and safeguard measures, the feasible opinions and suggestions put forward by the R&D staff of Media company should be received and adopted in a timely manner, especially the opinions and suggestions on performance should be paid more attention to, and through the highly effective communication between the principal and the agent, to ensure that the company's performance appraisal work operates efficiently. This is not only conducive to the work of the relative backwardness of the relevant R & D personnel to find their own shortcomings and timely detection of problems, but also to grasp the rectification and implementation, but also allows the company to give the relevant R & D personnel continued guidance and supervision. Finally, when the company's agents (R & D personnel) perform well, the company's principals also need to communicate with the company's agents (R & D personnel) in a timely manner, to give timely affirmation and recognition of its performance, which will be very helpful to ensure that the company's agents (R & D personnel) incentives to the ground.

5. Construction of R&D personnel elimination system

In the process of formulating the safeguard measures for the incentive mechanism for R&D personnel of Media company, it is recommended that each incentive measure formed by Media company should have a strict standardized form, so as to continuously form a strong union, a strong closed-loop, and a strong

complementarity, thus achieving a better incentive effect. It is suggested that Media company should support the corresponding reverse incentive mechanism to build the elimination system of Media company's R&D personnel. Currently, due to the lack of R & D personnel elimination constraints system in Media company, the loss of more outstanding R & D personnel continues to intensify, the number of R & D personnel who take the initiative to leave the company continues to rise, which will lead to the company's outstanding talent ratio continues to decline in the number of not only is not conducive to the motivation of new people to join the high degree of initiative, but also to the company's other R & D personnel to form the wrong demonstration, but also to the company's R & D personnel. This will not only be detrimental to highly motivated newcomers, but will also set a wrong example for other R&D personnel in the company, and will have a negative impact on the company's R&D personnel's incentive program and the implementation of safeguards. It is recommended that the personnel department of Media company should take into account the current actual situation, construct the elimination system of Media company's R&D personnel as soon as possible, improve the reverse incentive system of Media company's R&D personnel, and establish the negative list of Media company's R&D personnel, and construct the reverse scoring assessment system of the R&D personnel. By improving the above mentioned elimination system of Media company, it can realize the continuous incentive for Media company's R&D personnel, continuously optimize the structure of Media company's R&D personnel, and gradually reduce Media company's unnecessary R&D investment.

The smooth implementation of the incentive compensation improvement plan requires the full cooperation of various supporting mechanisms related to compensation in the enterprise, including the related human resource system, such as post system, performance management system, career development system, etc., and also requires the cooperation of the corresponding corporate culture construction. In order to ensure the smooth implementation of the incentive compensation improvement plan for the basic production management personnel of Midea

company and ensure the final incentive effect of the improvement plan, this paper believes that it is necessary to ensure the comprehensive guarantee of human resources system and corporate culture. 6.1 Supporting system guarantee of human resources It is an important part of human resource management to control the effect of incentive compensation. The improvement of the whole incentive compensation plan involves multiple levels such as post system, performance appraisal, career development system and system, which need the corresponding human resource system as the basic guarantee.

Guarantee of the post system and system According to the improvement measures of the incentive compensation scheme mentioned in the previous section, Whether it is a performance appraisal or a pay structure, Are closely related to the company's overall position setting, rank division, and the job analysis and evaluation of each position, And the job content, job responsibilities, job requirements are mutually matched, And the scientific rationalization of the post system system setting, In a sense, it has a significant impact on the rationality and fairness of the compensation scheme, To put every improvement in place, We must fully cooperate with these basic post system and related systems, Ensure the sound and perfection of relevant systems.

The guarantee of the performance appraisal system The effect of incentive compensation is closely related to the performance appraisal system design, which requires human resources focus corresponding performance appraisal system design, improvement and confirmation, clear the ultimate goal of performance appraisal, the appraisal standards, reasonable design, pay attention to the frequency of assessment, strengthen the communication and supervision in the assessment, continuous improvement of performance appraisal system, ensure the relevant system and incentive compensation scheme.

The guarantee of the career development system and system The internal career development system of the enterprise includes the upward channel of career development, the specific promotion system, the selection and training of talents and other aspects. Reasonable design of career development system can provide a

stronger institutional guarantee for the formation of personal career development, active career competition among employees, and internal value distribution, attract, select and cultivate better talents for enterprises, form a competitive advantage in human resources, and realize the coordinated development between employees and enterprises. This is in line with the ultimate goal of the implementation of the incentive compensation improvement plan, and it is also a supporting system to ensure the implementation and implementation of the plan. Therefore, paying attention to the construction of career development system is one of the guarantees of the implementation of the program, which needs to be paid attention to in the implementation process.

Corporate culture guarantee Whether it is performance management or incentive compensation, in order to make the human resource management measures to achieve the expected effect, it is necessary to form the relevant corporate culture within the scope of the enterprise. The improvement of the incentive compensation scheme conducted in this paper also needs the foundation of corporate culture. Therefore, to ensure the smooth implementation of the program, it is necessary to strengthen the corporate culture from several aspects: First, emphasize the correlation between individual salary level and external environment and personal work contribution, requiring employees to improve their ideological awareness of this aspect, and obtain a higher level of salary through personal work contribution; Second, strengthen the awareness of employees in performance management, subjectively change the previous thought of superior performance decision, and evaluate themselves and subordinates more objectively according to the new performance system; Third, publicize the company's new salary plan, so that employees can have a deeper understanding of the new plan, fundamentally improve their perception and dissatisfaction with the company's salary plan, improve their satisfaction, and ensure the incentive effect of the plan.

6.3 System improvement and implementation guarantee

Rules and regulations are more mandatory for employees. The improvement and implementation of the rules and regulations corresponding to the incentive compensation plan is an important basic condition to ensure the normal implementation of the plan.

Clear system norms and content In order to really give full play to the role of rules and regulations and assist the implementation of incentive compensation programs, rules and regulations must have a guiding role in the plan, behavior and goal of grass-roots production management personnel. It is an important process of developing institutional guarantee to improve the norms and content of rules and regulations. Therefore, in the setting and improvement of relevant rules and regulations, the norms and content of the system must be clear, so as to make the system more scientific and operable.

(2) Good system implementation and supervision Even the perfect rules and regulations depend on the implementation. In addition to the system norms, the implementation of the incentive compensation plan for the grassroots production management personnel of Midea company also needs the cooperation of all aspects. On the other hand, it is also necessary for the senior production management department and the force resources department to strengthen the supervision of the behavior of grass-roots production management personnel, follow the principle of fairness and justice, and ensure the effective operation of relevant systems with the strong execution and binding force. At the same time, the implementation of the system is supervised, the process is recorded, and the results are fed back to ensure the implementation and effectiveness of the rules and regulations.

Comprehensive training guarantees the effective implementation of the incentive compensation plan system requires the full participation of the grass-roots production management personnel of Midea company, so that they can fully understand the system related to the incentive compensation, so as to better play the incentive role of the salary. Therefore, the comprehensive training of the relevant personnel is an essential safeguard measure. Advocate a salary culture based on ability and contribution In order to change the impression of the basic production management personnel of Midea company on the position over the ability in the company's salary plan, in addition to the comprehensive improvement of the plan, they should also form the concept of ability and contribution in the way of cultural shaping. The shaping of culture needs to be accumulated bit by bit. The production

management and human resources department should regularly organize grass-roots production management personnel to conduct training on salary culture, so that they can understand the requirements of the superior organization and grasp the focus of work

CONCLUSIONS

Based on the principal-agent theory, this paper constructs a basic model of principal-agent, and analyzes the two main internal factors affecting the efficiency of R&D personnel in Media company, namely: the degree of risk avoidance of individuals in the R&D team, and the degree of collaboration between members of the R&D team, which makes up for the gap of research on the principal-agent approach in the incentive mechanism of R&D personnel in enterprises. At the same time, this paper takes Media company as an example, and makes a more detailed design of the company's R&D personnel incentive mechanism improvement program and safeguard measures, emphasizing that the focus of the company's incentive mechanism improvement program and safeguard measures is to enhance the sense of cooperation among the R&D team members and to reduce the degree of risk aversion of the individual R&D team members, and that the system of the construction of the R&D personnel incentive mechanism improvement program and safeguard measures focuses on enhancing the work motivation and initiative of the company's R&D personnel. The construction system of R&D personnel incentive mechanism improvement program and safeguard measures focuses on enhancing the work enthusiasm and initiative of the company's R&D personnel. In addition, the incentive mechanism improvement plan and safeguard measures for Media company also include material and non-material incentives, and also specify specific incentives, which are highly targeted and applicable.

Issues for Further Research

The improvement of incentive mechanism for R&D personnel of Media company is a complex and systematic work, and there are still some problems to be solved in this paper due to the influence of various objective factors:

Due to time, this paper has not further studied the effect of the proposed incentive scheme according to the feedback from the improvement scheme of R&D personnel incentive mechanism in Media company. Secondly, the design of the questionnaire is relatively simple, which makes the depth and breadth of the research

insufficient, and it is necessary to increase and enhance the depth and breadth of the research. Finally, in the future work and study, I will continue to increase the relevant research on the incentive mechanism of enterprise R&D personnel, and strive to combine theory with practice, and at the same time further improve the theoretical level, be implementable, operable and operational in practical work, and contribute more to the research on the incentive mechanism of enterprise R&D personnel.

Deficiencies. The ultimate goal of this research is to realize the incentive effect of compensation and serve for enterprise management. From the results of the study, there are still some shortcomings in this paper due to various reasons. On the one hand, salary formulation is a long-term process, which needs to be highly matched with the actual management of enterprises to achieve the best results. The research conducted in this paper is limited to the professionalism of the researcher, and there are many deficiencies in salary structure and performance pay design, which need to continue to be improved and optimized in future research. On the other hand, the incentive compensation improvement scheme mainly private company for the specific object, basically can adapt to the specific situation of the company, however, numerous industry enterprises, their respective situation, the use of the design in the industry according to the specific enterprise or industry to improve or adjustment, whole, to adapt to the industry, provide reference for other enterprises, also need to consider the industry overall situation, combined with the actual situation of improvement and optimization, this is also a direction of future research in this paper. In short, this research on the incentive compensation improvement plan of grassroots production management personnel in manufacturing enterprises is only a beginning of the research, but also hope that through the research of this paper, to provide a certain reference for the future related research in the industry, play a role of attracting jade, so that the relevant research can be more rich.

Study Outlook As a part of the enterprise human resource management system and even the general management system, the effectiveness of Midea

company is greatly accompanied by the standardization, systematic, scientific and forward-looking constraints of the company's human resource management system and the general management system. Therefore, the optimization and implementation of the incentive compensation improvement plan for the grassroots production management personnel of Midea company also needs the improvement and improvement of the company's overall management system, which will be a long and difficult process, which requires the joint efforts of all employees. The research of this paper is a study, summary, practice, improvement and optimization process, will continue to work hard in the future work, more in-depth analysis and demonstration of enterprise compensation management system and its incentive role in management, and constantly, adjust and perfect, maximum play the role of incentive compensation, boost production management efficiency and enterprise management efficiency, for the comprehensive realization of enterprise development strategy service.

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