

Organizational Behavior and Human Resource Management: A study on the work motivation and incentive mechanism of the new generation of employees

Jingfei Yu *

School of Qingdao Number 2 Dual-Diploma Program, Shandong, China

* Corresponding Author Email: shanlushan@ldy.edu.rs

Abstract. Having grown up in the Internet era of information explosion, the post-90s and post-00s have become the dominant force in the workplace and have a distinct work attitude and lifestyle. This results in their work motivation and incentive mechanism being very different from traditional employees. Therefore, studying these characteristics of them is crucial for enterprises and organizations. Through investigation and analysis, this study aims to reveal the current situation of work motivation and incentive mechanism of the new generation of employees, and explore the reasons behind it. At the same time, we provide management suggestions for enterprises to better meet their needs, enhance work enthusiasm and creativity, and thus enhance the competitiveness of enterprises. The new generation of workers' work motivation and incentive systems are remarkably shaped by The Times and their unique needs. Enterprises should adjust the management mode and incentive mechanism, pay attention to individual needs and emotional care, and build a positive corporate culture. Strengthen career planning and staff training at the same time, offer a wide range of opportunities for growth, and improve employee loyalty and satisfaction as well as the competitiveness of the business and its capacity for sustainable development.

Keywords: Incentive; Motivation; Representative; self-actualization.

1. Introduction

The post-1990 and post-00 generations of workers have steadily taken over as the dominant workforce due to changes in the times. Their upbringing in the age of the Internet's explosive growth and information explosion has given them distinct beliefs, perspectives on the world at large, and ways of living. Their attributes set them apart from conventional workers in terms of job data and compensation structure. As a result, it is crucial for businesses and organizations to research the incentive systems and motivation of the millennial workforce. This study uses analysis to show the current state of affairs, highlight the traits of the new generation of workers' job motivation and incentive system, and investigate the causes and contributing variables. Before that, some scientists have explored how to effectively motivate the new generation of knowledge workers, and extracted 16 motivating factors for the new generation of knowledge workers through in-depth interviews [1]. At the same time, based on the survey data of enterprises in Jiangsu, Anhui, and Xinjiang, it has been discovered that the following factors—personal growth and development, salary and welfare, work challenge, corporate prospect, leadership quality — are what drive the next generation of knowledge workers. Finally, based on the above analysis, incentive countermeasures are proposed from three aspects: providing career management, constructing incentive compensation and welfare system, and paying attention to a diversified incentive "menu", in order to offer contemporary businesses a theoretical foundation and policy recommendations for managing the next generation of knowledge workers. Simultaneously, the study aims to offer businesses and organizations focused management recommendations to better address the demands of the younger workforce, encourage their passion and innovation at work, and enhance the general performance and competitiveness of businesses. A variety of research techniques, such as in-depth interviews and case studies, are used in this study. Firstly, through the design of a scientific and reasonable questionnaire, a large amount of data about the work motivation and incentive mechanism of the new generation of employees are collected. Secondly, some representative sample personnel are selected for in-depth interviews to obtain more

in-depth and specific information. Finally, combined with case analysis, the research results are further verified and supplemented. The comprehensive application of these methods ensures the comprehensiveness and accuracy of the research results. This study starts from the introduction and gradually goes into the theoretical basis, in-depth interview, literature review, and finally analyzes the results and puts forward conclusions and suggestions.

2. Literature Review

2.1. The Concepts of New Generation

Generally speaking, younger workers who have recently started their careers are referred to as the "new generation of employees."

These workers have distinct characteristics, such as strong technical ability, proficiency in Internet technology; Strong sense of innovation, willingness to accept new ideas; Strong learning ability, and ability to constantly improve themselves; at the same time, they also pay more attention to work-life balance and pursue personal development and health.

2.2. The Concepts of Maslow's Theory

It is common practice to apply Maslow's Hierarchy of Needs theory to personnel management. It investigates the effect of the new generation work value on performance based on the description of the work value structure, measurement, and impact on performance [2]. The results show that the new generation of work values is a second-order five-factor structure including utilitarian orientation, intrinsic preference, and interpersonal harmony, innovation-oriented and long-term development. This paper introduces the work values of the new generation of employees, and provides the necessary theoretical basis and technical support for the construction of the new generation management department based on work values. This theory, proposed by American psychologist Abraham Maslow, divides human needs from low to high into five levels: physiological needs, safety needs, social needs, respect needs, and self-actualization needs.

The most fundamental needs are physiological ones, which include those for food, drink, sleep, sex, and other necessities for a person's continued basic survival.

Second is the need for security. People will pursue safety needs, such as personal safety, financial security, health protection, and so forth, after their physiological demands are met. In addition, the demands for love and belonging are frequently referred to as social needs. Individuals are excited to obtain the support and understanding of friends, family, and coworkers to build positive interpersonal relationships. Consequently, in order to enhance productivity, a company must also cater to the unique requirements of each worker and create a positive work environment. At the same time, having respect for one and receiving respect from others are aspects of this level of respect requires. People desire their accomplishments and skills to be valued by society and to be accorded the appropriate standing and reputation. Furthermore, the greatest level of desire is for self-realization, which denotes the achievement of one's own goals and aspirations, the greatest possible use of one's own powers, and entry into the domain of self-realization.

3. The Characteristic of Generation of Employees

At present, the newest cohort of workers mainly pursue individuality and self-realization, are good at communication and collaboration, are full of innovation, and are mathematically networked. From the perspective of the desire for originality and self-realization, the new generation of employees born in the 1980s and 1990s pay attention to foster a commitment to professional and personal development, and are eager to realize self-value in work. They are not only satisfied with completing work tasks, but also want to give play to their talents and a creative approach to their work. They are good at communication and collaboration. The newest cohort of workers have strong communication skills and teamwork spirit, and are good at playing their own advantages in a diversified team. They

are willing to share ideas, actively participate in team discussions and decisions, and promote mutual understanding and trust among team members. In addition, they possess a strong sense of innovation; as a result, the new generation of workers, with their sharp perception and vivid imagination, can infuse the company with fresh concepts and approaches. They dare to try new things and to question conventional beliefs and practices because they are not satisfied with the status quo. The current generation of workers has been accustomed to digitization and networking as the digital era has gradually taken hold. The current generation of workers was born into the digital age, and as a result, they are more adept at using the Internet, social media, smartphones, and other digital tools, and they are more likely to use them for work and education. They are good at using network resources to obtain information, exchange experience and solve problems. From the perspective of the incentive means of the new generation of employees, the new generation of employees can be encouraged from the perspectives of goals, material, emotion, growth, culture, participation and motivation. Specifically, the so-called goal motivation refers to the setting of clear, specific and achievable goals to stimulate employees' potential and work motivation. Through clear goal orientation, let employees understand their work direction and value, so as to be more actively engaged in work. The material incentive refers to the way of bonuses, dividends, equity, welfare and other ways to encourage employees to improve work efficiency and quality. Material incentives can help employees achieve their material needs and improve their quality of life, which will increase their job satisfaction and loyalty. To foster emotional motivation, it is imperative that managers attend to the psychological demands and emotional needs of their staff. Nurturing a sense of connection and responsibility among staff members can be achieved by showing them that you care about them. For example, send blessings and gifts to employees on birthdays or important holidays, organize activities such as team dinners or outdoor activities to enhance feelings and team cohesion among employees. Growth incentives are crucial to the company's long-term success. To help employees improve their professional caliber and competitiveness, the organization should offer a range of training and development possibilities. Through the development of personalized career development planning and learning paths, guide employees to transform theoretical knowledge into practical application ability, and achieve a win-win situation for personal growth and organizational development. Also, as a whole, the company should create a positive corporate culture, so that employees can identify with and integrate into the values and development goals of the company. By holding corporate cultural activities, promoting corporate success cases and excellent deeds, etc., we can boost workers' enthusiasm and inventiveness at work, as well as their sense of pride and belonging.

In summary, businesses can use a variety of incentive strategies to encourage employees' passion and innovation at work, taking into account the unique needs and work characteristics of the younger workforce. By implementing goal incentives, material incentives, emotional incentives, growth incentives, cultural incentives, and participation incentives in a comprehensive manner, we can optimize the capabilities and worth of the upcoming workforce and provide a significant boost to the long-term growth of businesses.

4. Existing Companies Gave Incentive Mechanisms Based on the New Generation of Employees

4.1. Alibaba's "Flower Name Culture"

Alibaba has implemented a unique "the nickname of the culture", in which every employee takes a flower name when entering the company and is matched by the name in daily work. This culture breaks down traditional notions of hierarchy and creates an egalitarian and friendly working atmosphere. Employees no longer have a sense of distance between their positions, but call each other like family members and work together.

Incentive effect: Enhance the sense of belonging: Huaming culture makes employees feel like they are part of the company family, enhancing the sense of belonging and team cohesion.

Promote communication: An equal and friendly working atmosphere promotes the free exchange and communication between employees, which is conducive to the rapid transmission of information and the solution of problems.

Stimulate creativity: In a relaxed and enjoyable work environment, employees are more likely to be creative and come up with new ideas and suggestions [3].

4.2. Lenovo's Reverse Mentor Program

Lenovo Group initiated the "Reverse Mentor Project," a program aimed at empowering the newer generation of employees to act as mentors for their senior executives. By engaging in one-to-one or one-to-many conversations, this initiative enables executives to gain insights into the ideological trends and requirements of the younger workforce, thereby fostering the growth and professional advancement of these emerging talents.

Incentive effect: Promote intergenerational communication: The Reverse mentorship program builds a bridge between the next generation of employees and executives, helping to bridge intergenerational barriers and promote mutual understanding and respect.

Boosting the confidence of the newer generation of employees: By serving as mentors to senior executives, the younger workforce experiences a sense of validation of their worth and capabilities, which in turn elevates their self-assurance and sense of responsibility.

Driving organizational change: The new ideas and concepts of the new generation of employees help drive organizational change and innovation, making the organization more adaptable to the rapidly changing market environment.

4.3. Google's Flexible Work Schedule

Case summary: Google is known for its flexible work system, where employees can choose when and where to work according to their work habits and efficiency. This system encourages employees to pursue work-life balance and improve work efficiency.

Incentive effect: Increase productivity: Flexible working allows employees to focus on their work during the hours that work best for them, which improves productivity and quality.

Enhance employee loyalty: This humane work system allows employees to feel that the company attaches importance to personal needs and happiness, and enhances their loyalty and belonging to the company.

Attracting good talent: Google's flexible work is one of the important factors in attracting good talent, which helps the company maintain a talent advantage in the fierce market competition.

These successful cases show that enterprises should design personalized incentive schemes. Taking into account the unique traits and requirements of the newer generation of employees, diversified motivational strategies should be employed to ignite their work enthusiasm and creativity. Concurrently, enterprises ought to prioritize the physical and mental well-being, as well as the overall quality of life of their employees, by offering a conducive work environment and ample room for growth. This approach aims to foster mutual progress and prosperity for both the employees and the enterprise [4].

5. Research on Incentive Means of New Generation Employees

5.1. Method 1: Personalized and Customized Incentive Programs

The new generation of employees pursues individuality, and they are eager to find their own unique value in their work [5]. Therefore, a personalized incentive scheme is particularly important. This means not only material rewards but more importantly, spiritual satisfaction.

In more detail, achieving this step requires a customized career path: a career path tailored to each employee's interests, abilities, and career goals. Let them see their own growth space and possibilities in the organization, so as to stimulate their work enthusiasm and motivation. Also include flexible work arrangements: Company leaders should take into account the new generation of employees'

emphasis on work-life balance and offer flexible working hours and remote working options that allow them to better organize their personal lives, resulting in increased productivity and satisfaction. At the same time, personalized training and development opportunities are also important: a variety of training resources and learning opportunities are available according to the individual development needs of employees. This will not only enhance their professional skills, but also make them feel valued and cared for by the organization.

5.2. Method 2: Fully Recognize and Positively Motivate the Culture

The new generation of employees crave recognition, and they expect prompt feedback and appreciation for their efforts and achievements. Therefore, it is essential to build a culture of overall recognition and positive incentives.

To accomplish this, you need to develop an immediate feedback mechanism: Establish an effective immediate feedback mechanism so that employees can know their performance in a timely manner. Positive feedback can boost their confidence and motivation, while constructive feedback helps them improve and improve. At the same time, there is a recognition and reward system: establish a diversified recognition and reward system, such as monthly star, annual excellent employee, and other selection activities. By publicly recognizing and rewarding outstanding employees, you can inspire not only the winners themselves but also other employees to be competitive and enterprising. Simultaneously, it is crucial for managers to foster a positive work environment where team members are encouraged to uphold and support one another. By cultivating such an atmosphere, employees are more inclined to experience a sense of belonging and fulfillment, thereby motivating them to be more actively involved in their tasks.

In conclusion, implementing personalized and tailored incentive plans alongside fostering a comprehensive culture of recognition and positive reinforcement serves as an effective strategy to motivate the newer generation of employees. By adopting these approaches, we can more effectively tap into the work potential and creativity of the younger workforce, thereby revitalizing the organization's development.

6. Conclusion

As stated in a research paper focusing on the management and motivation of the post-80s and post-90s workforce, this generation grew up amidst economic globalization, political and cultural diversity, and a significant influx of Western ideologies. Consequently, their value orientations exhibit diversification in terms of thought processes, emotional expressions, and psychological needs. Typically, the newer generation of employees displays traits such as strong self-awareness, a weaker sense of teamwork, limited resilience, open cultural perspectives, and a high level of technical knowledge. However, the case studies presented have limitations due to the considerable time lapse since their occurrence, which may not fully represent the current circumstances of this generation. This results in insufficient representativeness of the cases and poses challenges in comprehensively reflecting the overall situation of the newer generation of employees. When selecting samples or cases, the sample scope should be expanded as much as possible to cover employees from different regions, industries and enterprise scales, and cases that are most close to the present time should be found to improve the representativeness and universality of the study. Consequently, the conventional management model is no longer adequate for the newer generation of employees, who are advocating for novel leadership and management approaches. Their priorities lie in remuneration, incentives, and flexible working arrangements. They aspire to be trusted and treated with sincerity. Hence, the formulation of targeted strategies is pivotal in addressing the management of this generation of employees.

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