

The Dilemmas and Breakthroughs of the Incentive Mechanism for Non-Staff Personnel in Administrative Organs Based on the Porter-Lawler Theory

Naige Zhang^{1, 2}

¹ Department of Urban and Environmental Sciences, Central China Normal University, Wuhan City, Hubei Province, China

² Department of Natural Tourism and Ecological Protection, Colorado State University, Colorado State, United States of America

Abstract: In China, non-staff employees have been a crucial supplementary employment way in administrative institutions for decades. Effectively motivating them is vital for enhancing government agencies' efficiency and building a service-oriented government. This paper takes the incentive mechanism of non-staff in Y County's Bureau of Justice for empirical analysis, using qualitative and quantitative methods. Findings show that while the incentive mechanism has formed initially, problems remain. Personal ability cultivation is insufficient, hindering growth. Requirements for converting to regular staff are unmet, causing career concerns. Assessment systems are ineffective and salary lack motivation. Unfair treatment compared to civil servants also dampens enthusiasm. To solve these, improvement suggestions are needed from multiple levels. Policy-wise, relevant laws and regulations should be made to protect rights, improve welfare, and open conversion channels. Employing units should strengthen training and improve assessment. Non-staff employees should enhance self-learning and communicate actively with employers to express demands and suggestions, promoting a better working relationship and overall development.

Keywords: Administrative Organs; Non-staff Employees; Incentive Mechanism.

1. Introduction

In the intricate tapestry of contemporary social governance, administrative organs find themselves confronted with an exponentially growing complexity and diversity of tasks. The continuous expansion of their operational purview has spurred a surging demand for human resources. Non-staff personnel, constituting a pivotal component within the human resources framework of administrative bodies, assume an indispensable role in transcending the shackles of rigid staffing quotas and safeguarding the seamless progression of administrative undertakings. Nevertheless, the extant incentive mechanisms for non-staff employees are riddled with conspicuous flaws, precipitating a decline in their occupational enthusiasm and subjective initiative, and thereby exerting deleterious repercussions on administrative efficacy. Hence, an in-depth exploration and optimization of this incentive paradigm is not only an exigency for augmenting administrative effectiveness but also represents a vanguard exploration aimed at enriching the practical applications of human resources management theory within the public sector. This research anchors itself on the Porter-Lawler incentive theory, with a focal point on the incentive mechanism for non-staff personnel in the Judicial Bureau of Y County, China, in pursuit of viable solutions.

In the wake of rapid economic and social development, the gamut of tasks faced by administrative organs has become increasingly labyrinthine, spanning multiple crucial domains such as urban planning, construction and management, livelihood security and services, economic regulation, and social stability maintenance. Each facet demands substantial human capital investment. Constrained by the fixed number of administrative staffing positions, non-staff personnel have emerged as a crucial bulwark to bridge the human resource chasm. They are dispersed across a myriad of positions within administrative organs, shouldering diverse responsibilities

ranging from document circulation to auxiliary law enforcement, effectively mitigating the manpower crunch and ensuring the uninterrupted and stable advancement of administrative work.

However, during the actual operational sequence, the lacunae in the incentive mechanisms for non-staff personnel have gradually come to the fore. In juxtaposition with in-service civil servants, they exhibit significant disparities in terms of remuneration and welfare packages, career progression prospects, and social recognition. This has directly culminated in diminished work enthusiasm and a heightened turnover rate among non-staff employees. Some display a lack of professional commitment and exhibit laxity in their duties, while others engage in frequent job-hopping in pursuit of enhanced development avenues. These manifestations not only impede the career trajectories of non-staff individuals but also disrupt the continuity and stability of administrative work, and even impinge on the enhancement of administrative efficiency and service quality. Evidently, the scientific and systematic refinement of the incentive mechanism for non-staff personnel to galvanize their work enthusiasm and innovation potential has emerged as a cardinal issue that administrative organs must urgently grapple with.

This study opts for the Porter-Lawler incentive theory as its central underpinning. This theory accentuates that incentive represents a dynamic process wherein multiple factors are intertwined and coordinated, forging an indissoluble link among individual efforts, work performance, reward remuneration, and satisfaction, thereby constituting an organic logical edifice. By leveraging this theory to conduct an incisive analysis of the incentive mechanism for non-staff personnel in the Judicial Bureau of Y County of China, we can unerringly pinpoint problem nodes and internal logics, laying a robust theoretical groundwork for devising targeted optimization strategies. The outcomes of this study will not only bear direct guiding significance for the practical

operations of the Judicial Bureau of Y County, China but also furnish universal reference paradigms for other administrative organs, propelling the overall management of non-staff personnel in administrative organs towards standardization and scientific rigor.

2. Literature Review

2.1. Research on the Basic Cognition of Non-Staff Personnel

Most Research on Definition and Classification: In ancient China, non-staff personnel already played a role in grassroots governance. For instance, since the Wei, Jin, Southern and Northern Dynasties, local clerks undertook complex grassroots affairs and differed from officials who entered the system through examinations. In contemporary times, with the increasing volume of grassroots administrative affairs, a large number of non-staff personnel have been recruited. Tian Xiujuan (2019), Lv Fang et al (2018) defined non-staff personnel as those recruited by the government, with salaries borne by the public finance but without fixed establishment. Liu Jianjun (2016), based on the relationship between groups and power, divided grassroots civil servants into bureaucratic groups, derivative groups and employment groups, where non-staff personnel belonged to the employment group. Lv Fang et al (2018) also proposed a concentric circle structure of the personnel system and pointed out that the employment methods of non-staff personnel included being on the establishment but not having formal establishment, being employed by the unit itself, labor dispatch, "temporary workers", and re-employment after retirement.

2.2. Research on Problems of the Incentive Mechanism for Non-Staff Personnel

Problems of Institutional Norms: Currently, the management of non-staff personnel lacks standardization. Chen Zhuoshi (2019) pointed out that the internal management systems of government agencies and public institutions in China mostly target in-service staff, and the management of non-staff personnel generally lacks unified norms. Systems such as performance appraisal and skill training are often absent. Cao Yunjing (2019) also mentioned that there are no unified norms regarding the total number of non-staff personnel to be hired, the hiring entities, and funding guarantees. Each unit acts independently.

Problems of Salary and Welfare: In terms of salary, there is a significant gap between non-staff and in-service personnel. Ding Jingjing (2020) emphasized that non-staff personnel often face difficulties in guaranteeing their rights and interests in social insurance, housing provident fund, education and training, job promotion and other welfare aspects. Zhao Wenting (2016) summarized that there are two major problems in the salary of non-staff personnel: an overall low level and an unreasonable structure.

Problems of Differential Treatment between In-Service and Non-Staff Personnel: Li Yameng (2018), Bai Li et al (2020) pointed out that there is a large gap between in-service and non-staff personnel in terms of welfare benefits, further education and promotion, and rights protection. As a result, most non-staff personnel have relatively low educational backgrounds, are prone to feelings of inferiority and instability, and have high mobility, which affects the daily operation of the unit.

Problems of Performance Appraisal: Pei Jing (2017) found

in the research on the management of non-staff personnel that some employers do not subdivide job categories when conducting appraisals, lack targeted indicators, and relax the appraisal due to personal relationships during implementation.

2.3. Research on Countermeasures for the Incentive Mechanism of Non-Staff Personnel

Conventional Countermeasures: In response to the above problems, most scholars have proposed countermeasures such as improving salary and treatment and perfecting the appraisal mechanism, aiming to enhance the work enthusiasm of non-staff personnel, protect their rights and interests, and further optimize the operation efficiency of administrative organs.

Special Countermeasures: Tian Xiujuan (2020) advocated perfecting the management rules for non-staff personnel, strictly controlling the entry threshold, strengthening learning and education, and focusing on strengthening supervision and management to comprehensively improve the management level of non-staff personnel.

The employment of non-staff personnel in administrative organs has a long history, and academic research has gradually deepened with fruitful results. On the one hand, the definition and classification of non-staff personnel have been clarified, and their importance to administrative work has been recognized, laying a solid foundation for further in-depth exploration. On the other hand, the existing problems of the incentive mechanism for non-staff personnel have been analyzed, and many countermeasures have been proposed. However, there are still shortcomings in current research: in terms of research perspectives, most studies start from the perspective of employers, neglecting the perspective of non-staff personnel themselves. A shift in perspective would make the research on the incentive mechanism more comprehensive. In terms of research methods, case analysis dominates, and the application of empirical analysis methods such as linear regression is relatively limited. There is an urgent need to strengthen research that uses statistical methods to intuitively reveal the incentive patterns.

3. Theoretical Origin and Construction of Analytical Framework

3.1. Definition of Core Concepts

Administrative organs, operating within the purview of legal mandates, execute administrative management functions as the bedrock of public governance. Rooted in the principle of democratic centralism, they span a vast spectrum of government departments and institutions across hierarchical levels. Take, for instance, the Judicial Bureau of Y County, which shoulders the onus of county-level judicial administrative affairs. Its remit extends expansively, permeating domains as diverse as economic regulation, social service provision, and public security maintenance. The efficacy with which these organs function bears profound implications for the actualization of governmental objectives and the trajectory of social development.

The establishment framework represents a meticulously calibrated construct dictating the numerical strength, structural configuration, and leadership hierarchies of institutional personnel. Civil servants, following a rigorous selection regimen, are integrated into this establishment, thereby availing themselves of career stability and advancement pathways. Endowed with political acumen,

professional expertise, and operational dexterity, they, through institutionalized training and promotion mechanisms, make indelible contributions to the nation and society. In contrast, non-staff personnel, typically engaged via labor contracts, are preponderantly tasked with temporary and ancillary duties. Their employment status, marked by relative instability, while offering flexibility in manpower augmentation to alleviate acute resource crunches, nonetheless suffers from the paucity of establishment safeguards. This deficiency consequentially curtails their remuneration prospects and career progression, exerting an inhibitive effect on their occupational zeal and affiliative sentiments.

The incentive mechanism, as the linchpin of administrative management, epitomizes a complex interplay and reciprocal restraint between the incentivizing agents employing multifarious strategies and the incentivized recipients. Encompassing salary structures, performance assessment frameworks, and allied systems, it is characterized by goal-directedness, consonance with objective management tenets, and a requisite degree of stability. By artfully stimulating the latent potential of employees, it serves as a catalytic force in propelling the attainment of organizational goals. In the context of non-staff personnel management within administrative organs, its significance is not only palpable but also pivotal in optimizing workforce dynamics and overall institutional performance.

3.2. Theoretical Basis: Analysis of the Porter-Lawler Incentive Theory

The Porter-Lawler theory posits that work performance is subject to the influence of multiple determinants. Among them, individual effort stands as a pivotal factor, while personal capabilities, the external milieu, self-perceived role, and the perception of reward equity also contribute significantly. When the internal and external rewards consequent to work performance align with expectations, it engenders a sense of satisfaction, fortifies the perception of rewards, and subsequently spurs greater exertion in ensuing work phases, thereby furnishing a theoretical scaffolding for dissecting the incentive mechanisms pertaining to non-staff personnel.

The endeavors of non-staff personnel are contingent upon several elements. The work environment, for instance, exerts an impact, as does the latitude available for personal aptitude deployment and the level of concordance with work objectives. Personal capabilities, spanning a gamut of dimensions such as knowledge reservoirs and skill sets, underpin performance. The dearth of training opportunities, in this regard, invariably militates against work efficacy. The external environment, encapsulating aspects like physical infrastructure, organizational atmosphere, and corporate culture, wields its influence over enthusiasm and performance. A lucid self-perceived role can galvanize motivation, whereas role ambiguity may precipitate passivity. The perception of reward fairness, often involving comparisons with colleagues and counterparts, is such that inequity is prone to kindle dissatisfaction and undermine performance. Conversely, when internal and external rewards adeptly address the spiritual and material requisites of non-staff personnel, a salutary incentive feedback loop is set in motion.

3.3. Construction of Research Analytical Framework

In light of the Porter-Lawler theory, an analytical edifice for the incentive mechanism of non-staff personnel is erected, with the scrutiny unfolding along three principal dimensions: namely, the nexus between effort and performance, that between performance and reward, and the correlation between reward and satisfaction.

Regarding the dimension of effort and work performance, a confluence of factors wields its influence on the exertions and achievements of non-staff personnel. The work environment, be it congenial or otherwise, serves as a backdrop that can either catalyze or impede their drive. Adequate personal ability cultivation, manifested through accessible training opportunities, endows them with the tools to excel. Moreover, the anticipation of formal establishment conversion functions as a potent motivator. The presence of such prospects can kindle enthusiasm and translate into enhanced performance metrics, whereas their absence invariably casts a pall, exerting a deleterious effect.

In the realm of work performance and reward, performance assessment emerges as the linchpin. A meticulously designed and scientifically sound assessment regime holds the key to accurately gauging the caliber of work output. It not only provides an objective yardstick for quantifying performance but also lays the groundwork for a just and equitable reward distribution. Conversely, a flawed or capricious assessment system risks dampening the ardor of non-staff employees, leading to disillusionment and suboptimal productivity.

Turning to the dimension of reward and satisfaction, the triumvirate of salary and welfare provisions, job promotion avenues, and the perception of fairness assumes center stage in dictating the level of satisfaction experienced by non-staff personnel. A remuneration package that is commensurate with their contributions not only validates their worth but also serves as a tangible incentive. Likewise, the availability of upward mobility channels through job promotions broadens their career horizons and fuels their ambition. However, any hint of inequity in these aspects is liable to foment dissatisfaction, rippling outwards to impact work enthusiasm and overall commitment.

By subjecting these three dimensions to a comprehensive and incisive analysis, a panoramic view of the incentive mechanism governing non-staff personnel can be crystallized. This, in turn, enables the pinpointing of the root causes underlying extant problems, thereby paving the way for the formulation and implementation of optimized strategies.

4. Research Design and Implementation

4.1. Construction of Indicator System

Drawing upon the previously established analytical framework, a meticulously devised system comprising 16 research indicators was formulated and assigned corresponding values. These indicators, in a comprehensive manner, span a wide array of facets integral to understanding the incentive dynamics of non-staff personnel. They encapsulate elements such as the perception of the work milieu, the evolution of personal competencies, the sense of accomplishment derived from work, the aspiration for formal establishment conversion, the modalities and implementation of performance appraisal, remuneration and welfare packages,

job hierarchies, career advancement prospects, internal and external fairness appraisals, and the overall satisfaction with the unit's incentive apparatus. By subjecting these indicators to quantitative scrutiny, a precise comprehension of the actual functioning and latent issues within the non-staff personnel incentive mechanism can be achieved.

In the domain of the work environment, an indicator gauging work environment satisfaction was instituted. This was designed to delve into the degree of contentment harbored by non-staff personnel regarding both the tangible office infrastructure and the intangible interpersonal climate. For instance, queries were posed to ascertain their viewpoints on the adequacy of office amenities and the amicability of the working atmosphere. Within the purview of personal ability development, the indicator of personal ability development status was deployed to appraise the significance and efficacy of the training initiatives extended by employers to non-staff employees. This entailed an evaluation of the practical relevance of training content and the judiciousness of training frequency.

Finally, through the indicator of satisfaction with the unit's incentive mechanism, a holistic assessment of the overall approval of non-staff personnel regarding the unit's incentive machinery was conducted, furnishing a foundation for a comprehensive grasp of the operational efficacy of the incentive mechanism.

4.2. Selection of Research Subjects

In this research endeavor, the entirety of non-staff personnel affiliated with the Judicial Bureau of Y County, China, was designated as the research samples. The operational panorama of this bureau manifested a remarkable diversity, with non-staff employees dispersed across its central offices as well as the judicial outposts in sundry towns and townships. This distribution pattern was conducive to comprehensively unveiling the ecological panorama of non-staff personnel, not only within the administrative echelons but also at the grassroots level. The non-staff positions within the bureau exhibited a rich tapestry of complexity, spanning comprehensive clerical duties, community correction aide roles, full-time mediation positions, and notary assistantships. Such a heterogeneous array of positions furnished an ample reservoir of diverse samples, thereby augmenting the universality and cogency of the research findings when delving into the incentive mechanisms pertinent to non-staff personnel across distinct occupational niches.

The work environments encountered by non-staff personnel in this context were characterized by significant disparities. Those stationed in the bureau's central offices operated in a concentrated milieu, enjoying relatively favorable working conditions. In contrast, their counterparts in the township judicial outposts were confronted with a more intricate environment, necessitating frequent interactions with multifarious social groups and shouldering complex and diversified tasks. This dichotomy provided an exemplary backdrop for probing the profound influence of the work environment on the incentive mechanism.

At the level of job positions, each role entailed unique demands. Comprehensive clerical work centered on the proficient handling of documents and information, mandating adept writing and communication coordination capabilities. Community correction assistants were required to possess legal acumen and psychological counseling skills, tasked with the vigilant supervision and educational guidance of

correctional individuals. Full-time mediators, reliant on their communication and mediation prowess, were dedicated to resolving a gamut of contradictions and disputes. Notary assistants, on the other hand, needed to be well-versed in the notary process to effectively assist notaries in their professional undertakings. The variegated requirements across different positions, in tandem with the corresponding differential quality demands on non-staff personnel, underscored the profound significance of this research.

By scrutinizing non-staff personnel operating in disparate environments and occupying diverse positions, a more profound and comprehensive understanding of the current status and latent problems within the incentive mechanism for non-staff personnel in administrative organs could be achieved. This, in turn, laid a robust foundation for the formulation of optimized strategies.

4.3. Questionnaire Distribution and Collection

A total of 115 questionnaires were disseminated among all non-staff personnel affiliated with the Judicial Bureau of Y County, yielding 112 valid responses and achieving an impressive effective recovery rate of 97.4%. The dissemination scope was meticulously designed to encompass the bureau's office divisions, grassroots substations, mediation hubs, assorted mediation committees, and notary public offices. This comprehensive coverage ensured the acquisition of data that was both exhaustive and representative, thereby erecting a solid bedrock for subsequent analytical procedures.

During the distribution phase, a multifaceted approach was adopted to safeguard the efficacy of the data collection. For non-staff employees stationed in the office departments, questionnaires were distributed en masse and retrieved on the spot, streamlining the process of immediate completion and feedback. In contrast, given the dispersed work locales of non-staff personnel in grassroots stations and mediation centers, a combination of mailed and online questionnaires was employed. When dispatching mailed questionnaires, comprehensive filling guidelines and pre-addressed return envelopes were appended to simplify the filling and return procedures. Concurrently, an online questionnaire platform was instituted, affording them a convenient avenue for submission and consequently augmenting the recovery rate.

Upon collection, the questionnaires underwent a rigorous screening and sorting process. Those exhibiting incomplete entries or illogical content were expunged to uphold the integrity of the data. By subjecting the valid questionnaires to in-depth analysis, the genuine sentiments and requisites of non-staff personnel could be precisely deciphered, furnishing dependable data backing for an exhaustive exploration of the incentive mechanism.

4.4. Research Methods

An empirical research paradigm was instituted, with statistical analysis tools harnessed to dissect the research data. Via fundamental statistical analysis, the rudimentary traits of the research subjects and the dispersal patterns of assorted variables were delineated, affording an initial comprehension of the current state of the non-staff personnel incentive mechanism. Correlation tests were deployed to sift out variables exhibiting a potent correlation with satisfaction regarding the incentive mechanism, priming the groundwork for regression analysis. Through regression analysis, the causal interconnections among diverse variables were

unearthed, and the pivotal factors impinging on satisfaction with the non-staff personnel incentive mechanism were ascertained, proffering data reinforcement for problem diagnosis and countermeasure concoction.

Basic statistical analysis constitutes a crucial segment of the preliminary data handling. By computing statistical metrics such as variable frequencies, percentages, means, and standard deviations, the distribution of gender, age, educational attainment, and so forth among the research subjects can be vividly presented, alongside the value range and central tendency of each variable. For illustration, by scrutinizing the gender variable, the proportional breakdown of male and female non-staff personnel becomes discernible; by dissecting the age variable, the distribution of non-staff personnel across disparate age cohorts can be grasped. Concurrently, by analyzing each satisfaction variable, the satisfaction gradations of non-staff personnel concerning the work environment, remuneration and welfare, et cetera can be gauged.

Correlation test represents a significant avenue for gauging the proximity of variable relationships. The correlation coefficient between variables is computed to demarcate linear associations. If the absolute value of the correlation coefficient is sizeable, the relationship is robust; otherwise, it is tenuous. In this investigation, variables with a pronounced correlation, like satisfaction with the work environment and remuneration and welfare, were sieved out through this methodology, laying the groundwork for regression analysis.

Regression analysis serves as a potent implement for probing variable causality. In this study, satisfaction with the incentive mechanism was designated as the dependent variable, and variables with a strong correlation were adopted as the independent variables to erect a regression model. The magnitude and direction of the influence exerted by the independent variables on the dependent variable were analyzed to identify the cardinal influencing factors. For instance, if the regression outcome reveals that the regression coefficient of satisfaction with the work environment is positive and conspicuous, it intimates that an augmentation in satisfaction with the work environment can markedly enhance satisfaction with the incentive mechanism.

By holistically leveraging the above methodologies, the copious information embedded within the research data can be deeply excavated, furnishing formidable backing for grasping the overall panorama, extant problems, and causal underpinnings of the incentive mechanism for non-staff personnel in administrative organs, and erecting a sturdy foundation for formulating targeted optimization strategies.

5. Empirical Results

5.1. Basic Statistical Analysis

The research subjects demonstrated a fairly evenhanded distribution across gender and age spectra. Nevertheless, when it came to satisfaction with the unit's incentive apparatus, a mere 10.6% of non-staff members were extremely pleased, and 27.6% were moderately satisfied, while a disconcertingly high 61.8% were either dissatisfied or somewhat disgruntled, flagging the urgent necessity to overhaul the extant mechanism.

In terms of gender breakdown, male non-staff accounted for 50.8%, and females for 49.2%, which eased the exploration of how the incentive mechanism affected them by gender. Age-wise, 18 - 27-year-olds made up 18.6%, 28 - 37-

year-olds 35.6%, 38 - 47-year-olds 23.3%, and those over 47 were 22.4%. Younger cohorts tended to prioritize personal advancement and career expansion, whereas older ones zeroed in on job security and welfare perks.

The strikingly low satisfaction rate regarding the incentive mechanism betrayed flaws in its design and execution, such as inequitable pay, meager promotion vistas, and unfair evaluation systems, all of which took a toll on non-staff enthusiasm and commitment.

In the effort-performance dimension, over half the personnel were relatively content with the work environment, yet only 45.7% found their personal ability development satisfactory, betraying subpar training. Concurrently, a hefty 97.2% of non-staff hankered after formal establishment, and 95.5% were relatively satisfied with their work achievements, spotlighting the motivational clout of formal status and the inherent value of the work.

The decent work environment satisfaction perhaps stemmed from sound workplace facilities and amicable colleague relations, but training lacunae couldn't be ignored. The training might be too theoretical, divorced from practical demands, and the methods dull, lacking interactivity and practical applicability, preventing non-staff from leveraging learned knowledge.

The high 97.2% yearning for formal establishment underlined its pivotal role in career blueprints. A formal post meant not only stabler jobs and better benefits but also enhanced social standing. The 95.5% satisfaction with work achievements signified the work's capacity to confer recognition and self-worth, spurring motivation.

In the performance-reward dimension, non-staff had a mixed bag of opinions on performance appraisal methods. Negative reviews accounted for 54.6%, and for the application of assessments, an even higher 63.5%, baring critical shortcomings in the scientific and practical facets of the system.

The relatively high negative appraisals of appraisal methods might owe to ill-conceived assessment indicators that overlooked position idiosyncrasies. For instance, for innovative positions, the focus might skew towards work quantity over quality and innovation. Moreover, the methods might lack objectivity and fairness, with subjective biases, causing the results to mis reflect actual performance.

The even steeper negative feedback on assessment application hinted at glitches in using assessment outcomes. Results might not be tethered to incentives like salary tweaks and job promotions, making non-staff view appraisals as empty formalities, sapping motivation.

In the reward-satisfaction dimension, non-staff satisfaction with salary, welfare, and job positions was a paltry 23.4% and 9.7% respectively. A whopping 77.8% felt developmentally hamstrung. Fairness-wise, external dissatisfaction was 57%, internal a staggering 85.8%, gravely dampening enthusiasm.

Low salary and welfare satisfaction likely sprang from pay not matching work intensity and contributions, plus meager benefits. Against civil servants, non-staff had yawning gaps in wage packages, social insurance, and housing funds, feeling under rewarded. The abysmal job position satisfaction signaled promotion hardships and a dearth of career growth space, risking talent drain.

Regarding fairness perception, both internal and external dissatisfaction rates were high. External discontent might stem from pay, welfare, and career gaps compared to peers in other units. Internal angst mainly arose from differential

treatment vis-à-vis civil servants in the same unit, like unfair work allotments and unequal honor opportunities, eroding enthusiasm and belonging.

5.2. Correlation Tests and Regression Analysis

The correlation analysis outcomes signaled pronounced correlations among certain variables. After omitting those weakly correlated, a multiple linear regression analysis ensued. Results revealed that, in the effort-job performance realm, the work environment, personal ability development, and job accomplishment bore significant positive correlations with incentive mechanism satisfaction. In the job performance-reward domain, performance appraisal methods and their application were markedly correlated with that satisfaction. And in the reward-satisfaction dimension, salary, welfare, job position satisfaction, career development prospects perception, and internal-external fairness perception all had significant correlations with it. This further cemented the critical impact of each incentive mechanism link on non-staff employees' work enthusiasm.

At the effort-job performance level, the strong positive link between the work environment and incentive mechanism satisfaction implies a conducive setting can boost non-staff contentment. A cozy office and amicable relations make work more pleasant, enhancing efficiency and quality. The correlation between personal ability development and satisfaction indicates that employer investment in non-staff training elevates their satisfaction. Training hones skills and qualities, aiding task completion and yielding more accomplishment and recognition. The connection between job accomplishment and satisfaction means the greater the sense of achievement, the higher the satisfaction. When non-staff deem their work valuable, they approve the incentive mechanism more.

In the job performance-reward tier, the significant correlation between performance appraisal methods and satisfaction suggests scientific ones can augment non-staff satisfaction. Clear indicators and fair methods let them grasp goals and standards, spurring targeted efforts. The link between appraisal application and satisfaction shows effective use of results is key. Tying appraisals to salary and promotion incentives makes non-staff feel recognized and rewarded, heightening satisfaction.

At the reward-satisfaction stage, the correlation between salary, welfare and satisfaction indicates reasonable pay meets basic needs, enhancing life quality and satisfaction. The link between job position satisfaction and overall satisfaction reveals promotion opportunities offer growth space and accomplishment, upping satisfaction. The correlation between career development prospects perception and satisfaction means believing in prospects spurs active engagement and greater satisfaction. The connection between internal-external fairness perception and satisfaction shows fair treatment fosters respect and recognition, strengthening identification with the incentive mechanism.

These analysis results reaffirm each incentive mechanism link's crucial influence on non-staff work enthusiasm. A hitch in any link can slash satisfaction, dampening enthusiasm and performance. Hence, optimizing administrative agencies' non-staff incentive mechanisms demands holistic improvements from each link to boost scientificity and effectiveness.

6. Existing Problems in the Incentive Mechanism

6.1. Obstacles in the Link between Effort and Performance

The conduits for personal ability enhancement are obstructed. The training offerings are monotonous in content and dreary in form. Constrained by the unit's operational arrangements and resource limitations, the regularity of training is hard to uphold, falling short of fulfilling non-staff employees' demands for bolstering their comprehensive capabilities. Concurrently, the dearth of a formal establishment conversion pathway, in contrast to the retention of such avenues for government employees in Western regions, renders it exceedingly arduous for Chinese non-staff employees to attain formal status. This gravely undermines the incentive potency, notwithstanding the intense aspiration of the vast majority to transition.

Regarding training, numerous administrative bodies do not accord sufficient weight to non-staff development, diverting more resources to civil servants. Training curricula often zero in on rudimentary business knowledge, neglecting the elevation of non-staff employees' holistic qualities, such as in communication acumen, teamwork aptitude, and innovative cognition. Training modalities predominantly hinge on centralized lectures, bereft of interactivity and practical applicability, making it tough to kindle non-staff learning zeal. Moreover, due to the unit's onerous workload, non-staff employees are routinely tasked with overtime or supplementary duties, leaving scant time for training participation and compromising training frequency.

The formal establishment conversion quandary represents a pivotal determinant of non-staff motivation. In Western nations, certain government employees can transmute to formal status via assessment or other means, furnishing them with lucid career advancement goals and impetus. In China, however, due to the stringency and standardization of establishment governance, the routes for non-staff to secure formal positions are severely constricted. Barring civil service or public institution exams, scarcely any alternatives exist. This leaves the bulk of conversion-desirous non-staff employees feeling despondent about promotion, enervating their work enthusiasm and sense of institutional belonging.

6.2. Imbalance in the Transformation from Performance to Reward

The performance appraisal regime is flawed. Largely modeled after civil servant standards, it fails to comprehensively account for the unique work traits of non-staff employees. The appraisal methodologies lack specificity and adaptability. The utilization of appraisal outcomes is one-sided, overemphasizing material remuneration while neglecting motivational incentives, thus incapable of fully galvanizing non-staff works zeal and causing the performance-reward conversion to fall short of expectations.

The extant performance appraisal system for non-staff personnel is fraught with issues. Given its heavy reliance on civil servant benchmarks, it disregards the disparities in work nature, job responsibilities, and objectives of non-staff employees. Civil servant work is typically highly standardized and stable, whereas non-staff tasks might be more fluid and multifaceted, involving ad hoc and urgent assignments. Consequently, blindly applying civil servant

assessment criteria cannot precisely gauge non-staff performance.

The appraisal techniques lack relevance and flexibility, unable to devise personalized evaluation metrics based on position idiosyncrasies. For instance, for non-staff in technical roles, the indicators may not adequately capture their innovation and problem-solving capabilities; for those in service positions, the metrics may overlook service quality and customer satisfaction. This results in assessment outcomes that do not authentically mirror non-staff performance, failing to furnish an accurate foundation for reward distribution.

Regarding the application of assessment results, there is an excessive focus on material incentives, sidelining the significance of motivational ones. While material rewards can partly satiate non-staff's material needs, in the long haul, mere material offerings tend to breed a utilitarian mindset and eclipse the intrinsic value of work. Motivational incentives like praise, recognition, and honorary titles can address non-staff's psychological needs, bolstering their pride and sense of belonging. However, in practice, administrative bodies often neglect such incentives, severely diminishing the appraisal results' motivational punch and thwarting the performance-reward transformation from achieving its intended impact.

6.3. Obvious Gap between Reward and Satisfaction

The salary and welfare packages fall short of non-staff employees' expectations. A significant disparity exists compared to civil servants, failing to cover their basic necessities. Promotion prospects are meager, with 90.2% of non-staff dissatisfied with their current posts, bereft of career growth space. Moreover, relative to civil servants, non-staff endure unfair treatment in work allocation, honor recognition, and training access, inciting profound discontent.

Non-staff employees generally receive meager salary and welfare, disproportionate to their toil. On one hand, establishment constraints lead to tight control over non-staff salary budgets, yielding comparatively low pay. On the other, versus civil servants, non-staff face yawning gaps in benefits, like a low housing provident fund contribution rate and lack of supplementary commercial insurance. This subjects them to hefty economic strain amid rising living costs, unable to meet basic living demands.

The paucity of promotion opportunities constitutes another major hurdle for non-staff. In administrative bodies, promotions typically favor civil servants, making it arduous for non-staff to secure advancement. Consequently, 90.2% of non-staff are disgruntled with their positions. They perceive career stagnation and lack motivation. Lingering in low-level roles long-term also hinders non-staff from amassing management expertise and enhancing comprehensive capabilities, further cramping career progression.

Compared to civil servants, non-staff encounter inequity in work distribution, honor bestowal, and training availability. In task assignment, non-staff might shoulder heavier, menial chores while civil servants partake in key projects and decision-making. For honor recognition, civil servants are likelier to garner accolades and rewards, whereas non-staff achievements often go unnoticed. Regarding training, civil servants relish abundant resources, but non-staff have fewer opportunities. Such unfairness severely dampens non-staff's work enthusiasm and unit identification, sparking intense dissatisfaction.

7. Construction of the Strategic System for Optimizing the Incentive Mechanism

7.1. Optimization Strategies in the Policy Dimension

1) Perfecting Laws and Regulations, Defining Objectives and Principles

In light of the existing issues, formulating relevant laws and regulations for the incentive mechanism of non-staff employees and clarifying the objectives is of paramount importance. Firstly, to augment standardization, extensive solicitation of opinions from all stakeholders is essential. Engage experts, scholars, non-staff employee representatives, and employing unit managers in the process. Through comprehensive research and in-depth analysis, fathom the requirements and interest claims of both non-staff employees and employers, and thereby devise laws and regulations that resonate with the actual context. During the formulation, meticulously consider the scientific and rational aspects of the incentive mechanism to ensure that every incentive measure is legally grounded and rule-governed. For instance, precisely define the methodology for setting non-staff salary standards, the procedures and metrics for performance appraisal, as well as the conditions and workflows for job promotion. This endows each segment of the incentive mechanism with explicit norms, curtails human interference, and bolsters the government's credibility.

Secondly, to fortify effectiveness, an evaluation and feedback mechanism for the incentive mechanism must be instituted. Regularly assess the implementation efficacy of the incentive mechanism, gather feedback from non-staff employees and employers, and dissect the problems surfacing during actual operation. Based on the evaluation outcomes, promptly adjust and refine the incentive mechanism to guarantee its adaptability to the perpetually evolving work environment and personnel requisites. For example, in tandem with economic development levels and price indices, timely calibrate the salary and welfare of non-staff employees; optimize performance appraisal indicators in line with task alterations, ensuring the mechanism remains efficacious.

The fairness principle forms the crux of the incentive mechanism. When architecting the incentive framework, ascertain that non-staff employees are afforded equal entitlements in terms of salary, welfare, career progression, and training opportunities. For example, erect a just salary regime to align non-staff pay with their performance and contributions, and preclude excessive pay disparities vis-à-vis civil servants. Concurrently, in performance appraisal and job promotion, institute unified standards and procedures, treating non-staff and civil servants equitably and endowing non-staff with fair competitive prospects.

The diversity principle mandates the comprehensive employment of multifarious incentive tools. In the realm of material incentives, beyond augmenting salary and welfare, introduce performance bonuses, project bonuses, and the like, dispensing corresponding rewards commensurate with non-staff work output. In the spiritual incentive domain, satiate the psychological needs of non-staff employees through commending exemplary individuals, conferring honorary titles, proffering career development guidance, etc., augmenting their pride and sense of belonging. Additionally, enhance incentive measures spanning salary, promotion, and

training to forge an incentive system that synergizes and mutually promotes. For instance, integrate training with promotion, affording non-staff employees a conduit to enhance their capabilities via training and subsequently seize promotion opportunities.

The humanization principle accentuates attentiveness to the individual needs of non-staff employees. Each non-staff worker harbors distinct career blueprints and development desiderata, and the incentive mechanism should endeavor to accommodate these personalized needs to the fullest extent. Regular interactions with non-staff employees can be arranged to discern their career aspirations and development goals, and tailor personalized incentive blueprints for them. For example, for non-staff with professional-technical acumen, furnish more opportunities to engage in specialized projects, facilitating their attainment of greater feats in the professional arena; for those with management potential, offer management training and promotion openings, enabling them to exert greater influence in managerial positions.

2) Optimizing Salary and Welfare, Improving Treatment Levels

Local governments bear the responsibility of formulating rational salary and welfare benchmarks for non-staff employees, taking into account the local economic development echelon, price index, and market labor remuneration. This endeavor aims to progressively diminish the disparity with regular employees, thereby augmenting the fairness and competitiveness of salaries. Moreover, optimizing the salary architecture by instituting floating components like performance bonuses and dispensing immediate rewards commensurate with work performance is crucial. Such measures embody the principle of rewarding excellence and serve to galvanize the work enthusiasm and competitive spirit of non-staff personnel.

When delineating salary and welfare standards, local governments ought to undertake comprehensive market investigations. This involves discerning the salary tiers of local peer industries and gauging the trends of market labor prices. Simultaneously, factoring in the local price index and economic development stage ensures that non-staff salaries can meet their basic living necessities and possess a certain degree of competitiveness. For instance, in economically prosperous regions, the salary thresholds for non-staff employees should be proportionately elevated to allure and retain outstanding talent. Conversely, in less developed areas, while the salary levels might be relatively modest initially, it remains imperative to guarantee that they can sustain a basic livelihood and incrementally ascend with economic progress.

The gradual reduction of the salary chasm between non-staff and regular employees constitutes a linchpin in enhancing salary fairness. A sensible salary adjustment mechanism can be devised, whereby the salaries of non-staff employees are periodically calibrated based on elements such as tenure and work performance. In tandem, welfare provisions should also inch closer to those of regular employees. This could entail augmenting the housing provident fund contribution rate and incorporating commercial insurance, engendering a sense of equitable treatment among non-staff employees and bolstering their allegiance to the unit.

Optimizing the salary structure represents a significant avenue for amplifying the incentive potency of salaries. By instituting floating salary elements like performance bonuses, a direct correlation is forged between non-staff salaries and

their work performance. For preeminent and high-performing non-staff employees, more substantial performance bonuses are dispensed, adhering to the principle of rewarding outstanding contributions. This immediate reward paradigm enables non-staff employees to tangibly perceive the nexus between their work outcomes and remuneration, kindling their work zeal and competitive drive. For example, in certain projects, project bonuses are apportioned according to the individual contributions of non-staff employees, incentivizing them to maximize their capabilities and contribute more significantly to project success.

3) Unblocking Promotion Channels, Constructing Exchange Systems

It is imperative to explore the mechanism enabling non-staff employees to secure regular positions. This entails actively seeking policy endorsement, with the aim of periodically identifying and transitioning outstanding non-staff individuals into regular employment, thereby fortifying their sense of institutional belonging and career stability. Additionally, the establishment of a promotion and exchange framework is crucial. This involves creating managerial positions tailored for non-staff, sourcing top talent via open competition, and dispensing corresponding post allowances. Concurrently, instituting an inter-employer personnel exchange mechanism can endow non-staff employees with expanded career horizons and augment their professional acumen and overall competencies.

To dismantle the barriers obstructing non-staff employees' access to regular positions, local administrations and agencies must proactively lobby for policy support and devise rational conversion protocols. Definite conversion benchmarks can be instituted, incorporating prerequisites related to tenure, work performance, and professional proficiencies. By routinely screening non-staff who meet these criteria and converting the exemplary ones, a clear career trajectory is delineated for them, bolstering their sense of allegiance and career constancy. For illustration, it could be stipulated that non-staff employees with continuous service for a stipulated duration, having demonstrated exemplary work performance, garnered specific accolades, or achieved remarkable outcomes, are eligible to partake in conversion examinations or evaluations. Upon successful completion, they can be assimilated into the regular workforce.

Constructing a promotion and exchange regime represents a pivotal step in amplifying the career growth potential for non-staff employees. Designating managerial positions for non-staff creates upward mobility opportunities for those possessing leadership aptitude and potential. Through open competition, outstanding individuals can be tapped to helm these positions, ensuring that non-staff ascend based on merit and diligence. Simultaneously, offering commensurate post subsidies to managerial incumbents elevates their remuneration and professional standing. For instance, positions such as project managers and department heads can be earmarked for non-staff, with clearly defined responsibilities and qualifications. Open competition can then be leveraged to identify suitable candidates, galvanizing the work zeal and upward drive of non-staff employees.

Establishing an inter-employer personnel exchange mechanism can widen the career development pathways for non-staff employees. Cross-employer talent exchange initiatives can be organized, affording non-staff employees the chance to study and work in alternate settings, thereby exposing them to diverse work milieus and business domains,

and facilitating the enhancement of their professional capabilities and comprehensive qualities.

7.2. Improvement Measures in the Dimension of Employing Units

1) Conducting Precise Training to Enhance the Quality of the Team

Employers ought to devise personalized training blueprints that are finely tuned to the post requisites and personal development aspirations of non-staff employees. This demands an innovative approach to training, amalgamating online and offline modalities, case-based pedagogy, field excursions, and other forms, all with the aim of enhancing the relevance and efficacy of training. Moreover, fortifying collaborations with professional institutions and universities, and enlisting experts and scholars for lectures, can widen the knowledge vistas of non-staff employees and augment their professional acumen and overall competencies.

When crafting training plans, employers must engage in a profound exploration of the post demands and personal career ambitions of non-staff employees. By initiating conversations with them, employers can unearth the challenges and predicaments they face in their daily work, as well as their longings for professional growth. Armed with this intel, bespoke training regimens can be formulated for each individual non-staff member, ensuring that the training content dovetails snugly with their work and development imperatives. For instance, for those engaged in legal affairs, training modules centered on legal knowledge updates and case dissections could be provided; for aspirant managers, courses in management finesse and leadership cultivation could be on offer.

Innovating training methodologies lies at the heart of elevating training outcomes. The hybrid of online and offline strategies not only capitalizes on the flexibility of virtual learning, affording non-staff employees the freedom to study autonomously during their leisure hours, but also amplifies the interactivity of face-to-face sessions, fostering stronger communication and cooperation among peers. Case-based instruction melds theoretical wisdom with practical application, empowering non-staff employees to assimilate and deploy their newly acquired knowledge with greater ease. Field trips, on the other hand, offer non-staff employees a firsthand encounter with avant-garde working paradigms and management savoir-faire, broadening their intellectual horizons. For illustration, orchestrating excursions to administrative agencies in progressive regions allows non-staff employees to observe their work flows and management stratagems, and subsequently share their insights upon return and translate the learned wisdom into tangible work practices.

Strengthening alliances with professional institutions and universities unlocks access to superior training resources for non-staff employees. Inviting luminaries and scholars to impart knowledge bestows non-staff employees with exposure to cutting-edge theoretical insights and hands-on experience, expanding their cognitive frontiers. For example, partnering with universities to conduct professional coursework and enlisting faculty members to instruct non-staff employees, or collaborating with professional training outfits to conduct vocational skills boot camps, can all contribute to enhancing the professional prowess of non-staff employees. Concurrently, establishing training hubs can furnish non-staff employees with opportunities for hands-on practice, thereby sharpening their actual working capabilities.

2) Perfecting the Assessment System to Ensure Fairness and Justice

To establish a scientific and rational assessment indicator system represents a crucial step. It is imperative to customize personalized assessment metrics in line with diverse positions and job characteristics, thereby conducting a comprehensive appraisal of non-staff employees' work attitudes, capabilities, and performances. The enhancement of assessment methodologies, by integrating quantitative and qualitative means and combining daily evaluations with periodic reviews, ensures that the assessment outcomes authentically mirror the actual work achievements of non-staff personnel. Moreover, bolstering the application of assessment results through their linkage with salary modifications, job advancements, rewards, and commendations, is essential. Timely rewards should be bestowed upon outstanding non-staff employees, while corresponding penalties ought to be imposed on those falling short, thus cultivating a fair and competitive working milieu.

When devising the assessment indicator system, meticulous attention must be paid to the disparities among various positions and job natures. In the case of administrative clerical roles, the assessment criteria could zero in on work efficiency, text processing proficiency, and communication and coordination aptitude. For professional and technical positions, the focus might shift to professional skill levels, project completion quality, and technological innovation capabilities. Concurrently, a holistic evaluation of non-staff employees' work attitudes, abilities, and performances should be carried out. This demands not only an emphasis on end results but also a consideration of behaviors and contributions throughout the work process. For example, instituting a work attitude indicator to gauge the sense of responsibility, teamwork spirit, and work enthusiasm of non-staff employees; setting up a work ability indicator to assess their professional knowledge, skill level, and problem-solving capabilities; and creating a work performance indicator to evaluate task completion, work quality, and work efficiency.

Improving the assessment methods serves as a significant safeguard for ensuring the authenticity and reliability of assessment outcomes. The amalgamation of quantitative and qualitative approaches allows for an objective quantification of non-staff employees' work through data, while qualitative insights from superiors, peers, and clients offer a more comprehensive understanding of their overall performance. The combination of daily evaluations and periodic reviews facilitates the prompt identification of issues within non-staff employees' work and enables the provision of timely feedback and guidance. For instance, implementing a daily work record system to document and appraise the daily efforts of non-staff employees; conducting regular performance appraisals and synthesizing the daily and periodic evaluation results to holistically assess their work performance.

Strengthening the application of assessment results can fully unleash the motivational potential of the assessment. By tethering assessment outcomes to salary adjustments, job promotions, rewards, and commendations, non-staff employees can tangibly perceive the direct correlation between their work performance and personal benefits. For exemplary non-staff employees, incentive measures such as salary hikes, career advancements, and honorific rewards should be provided to kindle their work enthusiasm and creativity. Conversely, for underperforming employees, corresponding disciplinary actions like salary cuts, position reassignments, and mandatory training should be enforced to

prompt improvement. For example, stipulating that outstanding non-staff employees are eligible for salary increments and preferential promotion opportunities, while those failing the assessment must attend remedial training. If they continue to underperform after retraining, dismissal procedures may be initiated to foster a competitive and equitable work environment.

7.3. Development Suggestions from the Perspective of Non-staff Employees Themselves

1) Strengthen Self-learning to Promote Ability Enhancement

Non-staff employees are urged to cultivate the ethos of lifelong learning. They ought to capitalize on their leisure hours to partake in educational pursuits such as academic advancement and vocational skills enhancement, ceaselessly expanding their intellectual reservoirs and augmenting their comprehensive proficiencies. Within the professional realm, they should exhibit proactivity in soliciting counsel from peers and superiors, assimilating advanced work methodologies and practices, with a focus on amassing practical know-how, bridging theoretical learning with on-the-job application, and bolstering their problem-solving acumen and work capabilities.

Embracing the concept of lifelong learning lays the groundwork for non-staff employees' self-advancement. In the contemporary knowledge-driven economy, the pace of knowledge renewal is accelerating. Continuous learning is the sole means to stay abreast of the times. Non-staff employees must grasp the significance of learning and embed it as a lifestyle and routine. They can harness their free time for academic elevation, be it through adult college entrance exams or self-taught examinations to augment their educational qualifications, thereby fortifying their career foundations. Concurrently, engaging in vocational skills training, such as acquiring computer literacy, office software dexterity, and emerging technologies pertinent to their vocations, serves to enhance their work competencies.

In the workplace, non-staff employees should display initiative in approaching colleagues and supervisors for guidance. The latter possess a wealth of accrued experience, and their insights and approaches are invaluable for the professional growth of non-staff employees. The latter should take the lead in initiating conversations, imbibing work philosophies, problem-solving strategies, and teamwork competencies. For illustration, during a project rollout, they can seek advice from seasoned colleagues regarding project management, learning to orchestrate schedules and harmonize team relations. They can also turn to supervisors for solutions to thorny work issues, assimilating decision-making modalities and communication finesse.

Placing emphasis on practical experience accumulation and melding theoretical knowledge with actual work is pivotal for enhancing work capabilities and problem-solving skills. Non-staff employees should actively engage in work projects and tasks, honing their abilities through hands-on practice. In the process, they should perpetually distill lessons and insights, applying theoretical learning to real-world scenarios, and refining their practical problem-solving faculties. For instance, when fielding customer complaints, they can deploy acquired communication and problem-solving techniques to aptly address grievances, while concurrently cataloguing experiences for future reference.

2) Take the Initiative to Communicate and Actively Express Demands

Non-staff employees are called upon to proactively engage in dialogue with unit leaders and the human resources department. They should expeditiously relay any work-related quandaries and obstacles they encounter, while also articulating their career advancement aspirations and requisites. Moreover, they ought to enthusiastically partake in diverse unit-organized activities, contribute suggestions for the unit's progression, and augment their sense of belonging and active involvement. Through efficacious communication channels, they can vie for more favorable development prospects and equitable treatment. Concurrently, this practice facilitates the employing unit's comprehension of non-staff employees' needs, thereby optimizing the incentive framework.

Taking the initiative to initiate conversations with unit leaders and the human resources department represents a pivotal avenue for non-staff employees to advocate for their rights and secure developmental opportunities. Whenever non-staff employees confront work-related hurdles, they must promptly apprise leaders and the HR department, soliciting assistance and support. In parallel, they should forthrightly convey their career ambitions and necessities, affording the employing unit insights into their perspectives and objectives. For instance, they could communicate their enthusiasm and proficiency in a particular project to the leader, vying for the opportunity to partake. Additionally, they can relay their training and promotion needs to the HR department, spurring the unit to formulate corresponding policies and strategies.

Actively participating in a gamut of unit-organized activities serves to heighten non-staff employees' sense of identity and engagement. By partaking, they can spotlight their talents and competencies, forging amicable relationships with colleagues and superiors. Simultaneously, they can proffer constructive suggestions for the unit's evolution during these activities, presenting their viewpoints and recommendations, and enabling the employing unit to recognize their value and contributions. For example, during a unit-hosted symposium, they can put forward proposals for streamlining work processes and augmenting productivity. Amid the unit's cultural festivities, they can display their talents and bolster team cohesion.

Effective communication not only empowers non-staff employees to advocate for their rights but also aids the employing unit in discerning their needs and refining the incentive mechanism. The employing unit can nimbly adapt the incentive mechanism in response to non-staff employees' feedback, ensuring it aligns more closely with their expectations. For example, predicated on non-staff employees' input regarding training content and methodologies, the training blueprint can be enhanced. In light of their salary and career development demands, the remuneration system and promotion protocol can be optimized, culminating in a mutually beneficial scenario for both the employing unit and non-staff employees.

8. Conclusion

Drawing upon the Porter-Lawler motivation theory as a theoretical underpinning, this research undertakes an in-depth empirical exploration of non-staff employees within the Bureau of Justice in Y County, China. The overarching aim is to dissect the extant problems beleaguering the incentive mechanisms designed for non-staff personnel in

administrative agencies. Subsequently, a comprehensive suite of optimization strategies is proffered, meticulously categorized into three principal dimensions: the policy realm, the actions of employing units, and the self-empowerment efforts of non-staff employees themselves. The findings of this study unequivocally attest to the fact that refining the incentive mechanisms for non-staff employees holds profound significance, not only in galvanizing their work enthusiasm but also in catalyzing a notable enhancement in the overall work efficiency of administrative agencies.

At the policy echelon, the establishment of comprehensive and robust laws and regulations, buttressed by rational and forward-thinking policy orientations, serves as the bedrock for institutionalizing an efficacious incentive mechanism for non-staff employees. The delineation of pellucid goals and principles is of paramount importance, as it guarantees the scientific integrity and fairness that underpin such mechanisms. For instance, optimizing the salary and welfare structures is not merely a matter of financial recompense; it is a strategic maneuver to enhance the overall treatment levels of non-staff employees, thereby augmenting their sense of economic security and job satisfaction. Similarly, unblocking promotion channels represents a critical step in broadening their career development horizons, endowing them with a tangible pathway for upward mobility and professional growth.

When considering the role of employing units, the implementation of precise and targeted training programs, in tandem with the construction of a consummate assessment system, emerges as a linchpin. Such initiatives are designed to supercharge the professional quality and work performance of non-staff employees, effectively equipping them with the requisite skills and knowledge to excel in their roles. By doing so, employing units not only enhance the immediate productivity of their non-staff workforce but also sow the seeds for their long-term career development, fostering an environment conducive to personal and organizational success.

From the vantage point of non-staff employees themselves, the onus lies on them to engage in continuous self-learning and to proactively initiate communication channels. This dual-pronged approach serves as a catalyst for their personal growth and career progression. Through self-learning, they can keep pace with the ever-evolving demands of their jobs, augmenting their professional acumen and versatility. Simultaneously, by taking the initiative to communicate with their superiors and colleagues, they not only advocate for their own rights and development opportunities but also contribute valuable insights that can finesse the existing incentive mechanisms.

Nevertheless, it is incumbent upon us to acknowledge the inherent limitations of this research endeavor. Notably, the sample population is circumscribed to the Bureau of Justice in Y County, China. This geographical and organizational specificity introduces a degree of bias, potentially compromising the universality of the research findings. The idiosyncratic characteristics of this particular region and unit may not be reflective of the broader panorama of administrative agencies across diverse locales. Additionally, the countermeasures and suggestions proffered, while theoretically sound, are likely to encounter a litany of

practical impediments during the actual implementation phase.

Looking ahead, future research initiatives should be predicated on expanding the sample scope. This could involve conducting comparative studies across multiple regions and departments, thereby subjecting the research conclusions to a more rigorous validation process. Such an approach would not only enhance the generalizability of the findings but also offer a more nuanced understanding of the variegated challenges and opportunities that non-staff employees face in different contexts. Concurrently, it is imperative to institute a robust tracking and evaluation mechanism for the implementation effects of the proposed countermeasures and suggestions. This will enable researchers and practitioners alike to make data-driven adjustments and optimizations, ensuring that the research output remains both practical and prescriptive in guiding the improvement of incentive mechanisms for non-staff employees in administrative agencies.

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