

The Incentive Mechanisms of the New Generation Employees

Liu Yanfang¹

Shanghai University of Engineering Science

Abstract

With the times changing, the new staffs born in 1980s, 1990s have completed their higher education, come into the workplace and gradually become the mainstream. Because of the personality of the new generation employees, many management mechanisms of the enterprise will meet challenges. So this paper analyzes the changes of the incentive mechanisms with the case of Procter & Gamble. Firstly, the paper introduces the basic concepts and theoretical models of incentive mechanism, then analysis the characteristics of the new generation workers, lastly combines the incentive mechanism of Procter & Gamble to put forward the views on the incentive mechanism of the new generation.

Keyword: the incentive mechanism, the new generation employees, Procter & Gamble

1. Introduction

The new generation employees are the new workers that were born in twentieth Century 80s and 90s, and these youth groups have occupied in the subject position of labor. Environment of their life makes them different from the previous 70s in personality, and they dare to express, have great understanding ability and full vitality. But at the same time, they are also criticized for strong desire of utilitarian and excessively pursuit of personality, too selfish generation. The critical work, low satisfaction, high job hopping rate become their common performance in work. Therefore, how to manage the new generation employees has become a problem that managers feel confused.

Susan (2005) pointed out the need that stops hostile with the new generation employees, and begins to accept the changes and challenges in workplace which come with them. Miller (2006) believes that enterprises need to change the recruitment strategy to attract the new generation employees. Domestic scholars mainly focus on the analysis of characteristics of the new generation employees and management strategies. Wu Xiaoyi (2007) thought that the human resource management in enterprise should be adapted to the needs of the new generation employees. Lv Cui and Zhou Wenxia (2010) point out the characteristics of new generation employees need the enterprise to change the management ideas and the way that based on the original rules.

Because the Cenozoic staffs present a lot of new individual characteristics which is particularly important for the companies to change the way of organization management. Through effective incentive the new generation employees can more quickly join into the workplace, reduce their liquidity, and improve job satisfaction and their sense of happiness in work. This requires managers to pay more attention to incentive problems about new generation employees. The current scholars pay little attention to the motivation of improving the management of new generation employees. The paper based on the analysis of the individual characteristics of the new generation, and tried to sum up the phases in the incentive mechanism about the new generation employees.

2. The Introduction of Incentive Mechanism

2.1 The Definition and Content of Incentive Mechanism

"Incentive mechanism" is that the main incentive systems use a variety of incentive means and make them standardization and relatively fixed, and at the same time interact with the incentive object in structure style, and the relationship and the evolution in the organization system. Incentive mechanism is the connection means change the lofty ideals into concrete reality including the spirit, salary incentive ^[1].

¹基金项目：上海工程技术大学研究生科研创新专项项目。

(1) Induction factors assemble

Induction factor is that various rewards adopted to mobilize the work enthusiasm of the staff. To obtain the induction factors, must establish the foundation of investigation, analysis and prediction on the individual needs of the staff, then according to the actual reward resources that organizations have to design various suitable reward form, including a variety of external rewards and intrinsic rewards. Maslow's hierarchy of needs theory can be used to guide the extraction factors inducing.

(2) The behavior oriented system

Behavior oriented system is stipulated the expectations of its member direction, behavior and the value view that they should follow. Because of individual differences, by induction factors induced the individual behavior will have different reactions. The effect may be deviation to organizational goals and expectations. But there is no guarantee that the individual values and organizational values remain the same. So you need to cultivate a dominant tissue culture in employee values. Behavior oriented generally emphasized the overall concept, the concept of long-term and collective concept which service to achieve the tissue target.

(3) Behavior rate system

Behavior rate system refers to the excitation in the induced factors of behavior control rules in terms of strength. There are two kinds of control methods, according to the theory of Skinner, according to the ratio of fixed and changes to determine the relationship between reward and performance. This will bring a very high performance, and show behavior extinction trend is very slow. Another is based on the expectation theory formula $M=V \cdot E$, is realized through the change between certain rewards and certain performance and reward value itself to control individual behavior scale. This will bring about rapid, high and stable performance, and presents the regression of medium speed behavior. Control through a series of amplitude, can lead to the individual effort level within a certain range, the rapid decline in incentive efficiency method to prevent some reward for employees^[2].

(4) Temporal and spatial control behavior

Time and space control is the regulations refer to the inducing factors of time and space. The provisions in this regard include specific external rewards and specific performance associated with time constraints, the combination of the work of staff and a certain time limit, the spatial scope and the effective behavior. Such regulations can prevent short-term behavior of employees and geographic limitless, so that the desired behavior has a certain continuity, and in a certain period of time and space scope.

(5) The behavior naturalization system

Domestication refers to the behavior of members of the organizational assimilation and the specification of a violation or not up to the requirements of punishment and education. The organizational assimilation refers to the new member into a systematic process of tissue piece. Including new members in the outlook on life, values, attitudes, normative behavior, working relationship, the specific job functions of education, so that employees can better integrate into the enterprise, in accordance with the organization's style and habits.

A sound incentive mechanism must include the above five aspects, in which five factors, inducing factors play a role in wage behavior, followed by four to guide, regulate and restrict the behavior.

2.2 The Theoretical Model of Incentive Mechanism

(1) The hierarchy of needs theory

USA psychologist A H Maslow, he put forward the demand of people is divided into five parts, namely the physiological demand includes the basic necessities of life water aspects, security requirements including safety, unemployment and the loss of property, social demand, contacts, including feelings of belonging, esteem needs include self-esteem, respected, demand characteristics of self-actualization is spontaneous, centralized processing problems, self-reliant, keep fresh, sense of humor, strong interest, not fettered by imagination, rebellious spirit, creativity, democratic character^[3].

(2) Motivation hygiene theory of double factors

USA psychologist Herzberg, he put forward the theory of double factors stimulating factor and hygiene factor. Motivation is the intrinsic factors of work of mature feeling, in the work of the trust and appreciation, the work itself challenge and interest, job responsibility, job prospects and personal promotion opportunities.

Hygiene factors are external factors are management, business policy and administrative supervision, salary, interpersonal relationship, work environment and conditions and job security. In the two factors, the motivating factors for satisfaction factors, it will get satisfaction and motivation. Health factors were not satisfied with the factors, without which it would have opinions and negative behavior. In establishing the incentive mechanism, to take into account the incentive factors and health factors, a lack of this system are not perfect.

(3) Equity theory

Q_a/I_a compares with Q_b/I_b , and in this formula O_a as work income as well as reward, and I_a as the work input, and O_b as the reference object work income and reward, I_b as the reference object work input. 1) When the formula above both sides equal, the parties are fair; 2) When the formula above left greater than right, the parties are of advantage, behavior may be the parties have guilt, to work harder, another is the parties feel at ease and justified. 3) When the formula above the left smaller than right, the parties are eating, behavior may be the parties for reward, pay more. There may be a party to reduce their own efforts, such as tardiness, sabotage, scrap, waste material, to give up responsibility. There may be parties to try various devices to pull down the reward treatment with reference to the. There may be a party to refer to doing more work. There may be a reference to psychological regulation knowledge on these variables (similar to the spirit of Ah Q), balance.

(4) A comprehensive incentive model

Lyman Porter (Lyman Porter) and Edward Lawler (E.Lawler) interaction will stimulate the process as an external stimulus, the individual internal condition, behavior and the behavior of the process. Motivation is a dynamic cycle process: reward goals, efforts, performance, reward and satisfaction, effort, there are individual goal, reward expectation, perceived fairness, and a series of factors, such as power consumption ability. Only a comprehensive consideration to various aspects, can obtain satisfactory incentive ^[4].

2.3 The Role and Importance of Incentive Mechanism

The incentive mechanism is formed, it will be intrinsic role in the organizational system itself, so that the organization functions in a certain state, and further affect the survival and development of organizations. Incentive mechanism of organization have two properties, namely, encourage and attenuated, that is to say, incentive mechanism has contributed to the role and attenuated effects on tissue.

One of the facilitation of incentive mechanism is a set of incentive mechanism for employees in accordance with the organization's desired behavior have repeatedly strengthened, the increasing role of, such incentives under, organization development, growing. We call such incentives is a good incentive mechanism. Managers should be able to identify the real needs of the employees, and will meet the staff needed measures with organizational goals to achieve an effective combination ^[5].

Due to the incentive factors existed in the incentive mechanism, organizational desired behavior of employees did not show it. Although the incentive mechanism of the original intention of the designers hopes that the incentive mechanism can effectively mobilize the enthusiasm of the staff, to achieve organizational goals. However, whether the incentive mechanism is not perfect, and the incentive mechanism is not feasible, will work enthusiasm on the part of employees restrained and weakened, this is the weak interaction of the incentive mechanism ^[6]. The role of attenuated incentives, the motivating factors which must be eradicated, replaced by an effective motivator.

Incentive mechanism in the organization is obviously, it not only can fully mobilize the enthusiasm and creativity of employees, improve the organizational performance, but also conducive to the creation of a tissue culture, the formation of the whole enterprise respect knowledge, respect talent atmosphere and efforts to forge ahead, the atmosphere. Just imagine, if the work of the staff motivation has been very good incentive, the level of work it is possible to play to the highest. Conversely, if the employee is not due to the lack of motivation, enthusiasm and he would not have to work hard, will "one day at a time", muddle along, but have, not only can't play a normal level of business, but also become the tissue in the unstable factor, disturb the normal order of organization, influence others work performance.

3. The New Generation Employees

3.1 The Definition and Characteristics of New Generation Employees

The new generation employees means, "1980s, 1990s" refers to was born in twentieth Century eighty or ninety young people in the 1990s. Because they and traditional social ideas, consciousness and personality differences that different from the 1970s known as the new generation. Most of them are the only child in the family, self, personality publicity, not the status quo is specific to label them ^[7]. As shown in Table 1 shows the new generation employees part of personality characteristics of group identification ratio.

Table 1: Cenozoic Part of Employees' Personality Group Identification Ratio

Question	Agreement	The general	Disagreement
You feel confident.	54.4	40.4	5.3
You are independent	71.4	23.4	5.3
You have unique personality.	33.3	55	11.7
You are self-centered.	27.6	36.3	46.2
You can work under pressure.	60.8	33.3	5.9

According to the "Chinese Statistical Yearbook", born between 1980 and 1989 about 204000000 people, according to the calculation of 22 graduated from university this age, 80 basically completed higher education into the workplace becomes the mainstream gradually, and the fledgling 90 has been added to the workforce, into the workplace, they generally have some of these characteristics:

(1) To work with higher salary expectation and achievement expectancy, realize self-value.

The new generation of employees generally received good education, regardless of time or money, or its own family to pay more in its forming process of knowledge and ability, can hope to get more compensation in the work, expect higher returns than previous employees. For Chinese special cultural, the family has great expectations about their children, especially now the new generation workers are mostly only child, so eager to successfully sentiment will be stronger. But studies show that, the higher education with the requirements of their own is also higher, more attention to the realization of self-value in the marketplace, they not only to earn wages, but also hopes to play to their expertise, to realize their value, and get social recognition and respect^[8].

(2) With the concept of occupation changing, advocating new occupation ethics.

The traditional concept of occupation that the staff is with loyalty to the enterprises, and enterprises should provide job security for employees. Employees see organizational goals as the core, "in order to enterprise sacrifice me", "individuals to the collective"^[9]. The traditional workers usually work as the focus, at the expense of spare time person, when necessary, will sacrifice personal resources to complete the task of the organization. While the new generation employees hold occupation concept changing, they are eager to try different occupation area, at the same time that the enterprise's responsibility is to provide the occupation development opportunities for staff, they care more about whether the enterprise can cultivate employees with "transferable" competition ability. They pay more attention in the work is the goal of self, not willing to sacrifice the interests of their own enterprises.

(3) Both positive and negative attitude

The new generation of staff, publicity personality, full of passion for life, they are more willing to devote them to innovation, and believe that their leaders can clearly depict the development prospects of tissue. Investigation shows that, for the born after 80s new work place in nearly 80 percent of people have had to change their jobs. In these people two adult said he had a job, two adult said he had two or three times, and one adult said he had exchanged over six jobs. As the saying goes, move trees die, people move to live. The new generation employees based on their ability to work, frequent job hopping and better conditions, salary and welfare and enterprise. There had been summarized, 60, 70, 80, 90 after dedication, emphasizing the equal, give me many opportunities. I made much contribution to the company^[10].

(4) Have their views on authority.

They don't respect your boss or the company's own predecessors because rank, and even sometimes contempt of authority. They focus on whether the boss has the good personal accomplishment and leadership ability, value the boss can help you to get occupation development opportunities. In addition, they tired of complicated decision-making process, like the company leadership can fast, clear decisions. They had some ideas of democracy, equality, disgusted managers superior to command, leadership style acceptance is not high^[11].

(5) Mentally fragile, compressive ability is poor, and the lack of the spirit of hard work.

The new generation employees for the child, many families have six people around a child, parents and elders Almighty do with care, develop the habit of provide for oneself and live comfortably and into the workplace. Entering the job market, many people can't fierce competition against workplace, often produce irritability, anxiety, frustration, and discontent, psychological bearing capacity of weak, often with no criticism, not by injustice, can't correctly deal with setbacks. In addition, compared with the older employees new generation staff hard-working spirit much worse. "After 1980s don't like overtime, after 1990s didn't like work" is not necessarily, but also the new generation employees lack the spirit of industriousness and stamina, not small family homes for the enterprise ", take care of you".

(6) The pursuit of fairness and justices.

New generation employees due to the cultural level is higher, is under the influence of western democracy thought, with the popularization of legal concept, since the reform and opening up to enhance its legal awareness, encounter anything legal pursuit of fair and reasonable. Therefore, when they met in the workplace contradiction more inclined to maintain their own rights and interests through legal channels^[12]. New generation employees also attaches great importance to the enterprise whether it is fair to treat themselves, their pay is reasonable compensation, they're more likely to more active to ask their own organization, directly.

(7) They like to use high-tech equipment and do not like routine work

They are willing to work in use of the advantages of high-tech facilities, and often more confident about your work performance and skills. They like to use Fetion, micro letter, MSN, face book, such as qq instant messaging. In their work, however, usually lack of patience, lack of the ability of dealing with different background staff, lack of communication, such as listening, time management skills. They hate repetitive work, hope engaged in challenging and interesting job. If managers want to young employees fulfill their duties in strict accordance with the job description book, which is usually impractical, because these young workers may be every once in a while hope to rewrite his own job description. To a large extent, they are task oriented, but the premise is that they recognize enterprise assigned task, and that these tasks are important and valuable.

New generation employees make management mechanism is no longer valid, especially some incentive mechanism, is no longer conform to the characteristics of the new generation employees. From the point of view of Maslow's demand theory, the new generation employees have basically met the needs of low level, they need more high level of satisfaction, such as stable work, high sense of respect, the realization of self-worth. New generation staff employees more than ever pay attention to fairness, the incentives should be more fair and just. And new generation employees prefer using high-tech equipment, like online communication, incentive mechanism can also shift means and methods combined with modern information technology^[13]. Only noticed the characteristics of the new generation employees to improve the incentive mechanism, can really inspire new generation employees better integrate into the work.

4. Procter & Gamble Incentive Policy Analysis

4.1 Procter & Gamble Company Introduction

Procter & Gamble Company founded in 1837, is the world leader in consumer goods, but also the largest daily consumer company Chinese, rejoice, safeguard, OLAY, Pampers, Tide and Gillette brands are in a leading market position in their respective products in the field. American Universum newly put out of the "50 enterprises" by the MBA welcomed the report, Procter & Gamble's still on the list. Similarly, in a copy of the survey report "the most China students welcome foreign" recently, Procter & Gamble Company come out in front.

P & G's new chairman Richard Dupree once said: "if you put money, building our brand and leave, put us away, our corporation will collapse; on the contrary, if you take the money, building our brand, leaving us, within 10 years we will rebuild everything." Therefore, P & G has made important reason for the huge success lies in its unique human resource policy.

4.2 Procter & Gamble Company Incentive Policy

The new characteristics of new generation of employees, the company incentive policies can no longer simply pay attention to material incentive, should pay attention to non-material incentive is more, also is the welfare incentive, Procter & Gamble's incentive policies have the following contents.

(1) Flexible working arrangements. Since September 1, 2007, Procter & Gamble, China has a new welfare office workers in five workdays can choose any one day work at home. This kind of flexible work arrangements is due to traffic congestion and waste of time, and makes the employees balance work and family. More importantly, with the aid of modern information technology, high degree of freedom of work arrangements to make high quality, professional skills of the enterprise employees to further strengthen the sense of responsibility and innovation consciousness, realizes the staff work/life balance, to improve the work efficiency and the effect of reserved talents. Concept for the new generation employees and changeable employment and freedom of life concept, have more freedom ^[14].

(2) Relaxed working environment. Modern working rhythm is abnormal tension, employees in high pressure, monotonous work environment for a long time, easy to cause physical and mental diseases. P&G is committed to create easy and convenient work environment for our employees, make employees get to release the body and mind. At Procter & Gamble in the building of the Chinese company, not only has a fruit shop, sports gym, there are two rooms equipped with professional masseuse massage parlors, employees work in time if you feel tired at any time can come to massage, cost is relatively low. P&G recently began a 70 days to restore physical activity, the company to give employees a pedometer, employees in itself, to carry out sports activities, 70 days later, the physical change is the biggest purchases of Olympic tickets by winning team will get the reward. Loose work environment and the variety of choices, greatly inspired the potential of employees, timely relieve their tension, so that they always maintained a high efficient working condition. It also fits the definition of new generation employees to work that is just a small part of the life, to blend and leisure entertainment.

(3) P&G USES is today one of the few internal promotion system. As a large international company, P&G has enough space to let employees to describe their future career development blueprint ^[15]. P&G the former president of greater China region Dimitri Panayotopoulos is also from the bottom of ascension step by step. He joined the company in 1977, start from the trainee, successively in the European branch of sales and marketing positions. Until 1997, he was appointed president of P&G greater China until 2001.

Internal promotion system based on the recognition of the company's values, the system is advantageous to the morale, improve work enthusiasm, arouse the enthusiasm of employees, and hope to everyone. Can better maintain the staffs to enterprise's loyalty, to those who have the development potential of the staff work actively, consciously in order to promote the development of the enterprise, so as to bring you more job opportunities. But there is also some disadvantages, it may cause dissatisfaction with the colleague, also-ran resulting discontent leads to be promoted person cannot work well; Is likely to lead to the emergence of the "inbreeding" phenomenon, this will be conducive to enterprise's management innovation and the improvement of management level.

New generation employees, investment in education to pay more, requires professional will have more returns, such a policy is advantageous to the new generation employees can get better treatment and income from some of the trouble back at home.

(4) The company's plans to stimulate entrepreneurial mindset ^[17]. Knowledge workers are mostly formal higher education, have a higher level of knowledge and cultural accomplishment, general economic conditions good, traditional material welfare incentive effect decrease with the satisfaction of their material needs. Compared with material incentive, knowledge workers pay more attention to career success, and the realization of self-worth, and implementation of employee stock ownership plan is to inspire them to participate in awareness and ownership of a commonly used method.

General companies tend to push the backbone employee stock ownership plan (ESOP), through the core employees voluntarily purchase or enterprises in the form of rewards make employees holding stocks, let them get workers and stakeholders in double identity, to enjoy the corresponding residual claims and the management control^[16]. The move brings benefits to the employee not only, more important is directly contacted with the interests of employees and enterprise, effectively reduce the "rent-seeking" behavior of employees. But P&G on shareholding incentive is more innovation. In 2008, P&G China throughout the company introduced a "employee savings plan" for a long time, the plan means that P&G China every employee can purchase and have P&G overseas stock, really to become host of the P&G global company. In the traditional sense of employee shareholding is for enterprise managers, in contrast, P&G stake coverage to all the staff, enhances the staff loyalty to the company, improve the working enthusiasm and creativity, and more effectively improve the business performance and competitiveness of enterprises. These make new employees feel a real sense of belonging, feel in their own destiny, more devoted to work.

(5) Education benefits to promote employees' personal development. More preferential treatment in terms of knowledge workers pay more attention to the career development space, they compared with ordinary employees more eager to own ideal and value realization. As a result, the design of the enterprise system whether to leave enough space to let employees describe their future career development's blueprint, will be directly related to employee to enterprise's loyalty and work enthusiasm.

Procter & gamble to the special requirements of the knowledge-type employees, the company set up the first-class training system, and through providing special training for every employees and personal development plans, and make get maximum play to their potential. Procter & gamble in China besides in the development of local companies, employees will also be able to get into the opportunity to work in many places such as Japan, the United States, and rich work experience. At the same time, P&G is one of the few strict internal promotion systems, and the company has 80% of the employees from the campus recruitment, all people from basic level, step by step to do a higher position. "Local talent cultivation plan" cultivates good employees, so that they can take more responsibility after, to enhance the global competitiveness of local talent. A series of system design and practice, to help employees forge themselves on personal advantage, make them work harder, full of enthusiasm^[18]. In the late Cenozoic employees pay more attention to the development, eager to learn more things, it just meet the needs of the new generation employees.

(6) Improving the quality of life. Knowledge staff knowledge level and income level is relatively high, so to the requirement of the quality of life is relatively high. Therefore, Procter & Gamble to hire a professional consulting company, free provide psychological consulting, investment, the guidance of the law, marriage and family, for the mental health, wealth management, staff call examination, purchase, dating services, solve the life problem. Recently, P&G also specifically for children under 6 years old mother and just pregnant mothers founded sunshine club, the club, they can learn how to be a good parent, how to deal with the dispute elder aunt and nannies, how to look at children being ill and so on. Professional guidance solved the trouble back at home of family life for the employees, improve the living quality of the staff, so that they can more fully into work^[19]. New generation employees are vulnerable, compressive ability is weak, there are such guidance that new generation employees will adjust themselves into the work as soon as possible.

Although so much generous welfare incentives need to pay a higher cost, but and generous welfare incentive to, Procter & Gamble in China more than 7000 employees created by more than 10% growth every year, P&G's sales in China topped 5 billion in 2012. As shown in chart 1 and chart 2 in 2012, Procter & Gamble compared with L'Oreal has more employees and annual profits.

5. The Conclusion

Procter & gamble's successful practice shows that for the enterprise changes the mechanism of management should be flexible to adapt to the development of The Times, especially for the new incentive mechanism of the new generation employees^[20]. They provide some flexible working time, for example, let employees have more participation, relaxed working environment, career planning, more living and psychological guidance and help, these are largely conforms to the characteristics of the new generation employees and requirements. To sum up, the incentive mechanism of new generation employees should pay attention to several aspects of the problem.

- (1) Justice, reward according to sb.'s deserts. The employee is influenced by many factors contribution to the company, such as work attitude, work experience, education level, external environment, although some uncontrollable factors, but the main factor is the individual employee's performance, it is controllable factors and evaluation. One principle is -- the income of employees must be determined on the basis of his performance. Employee's past performance is recognized, directly affect the future of work. Reward according to sb.'s deserts can let employees know what behavior should be avoided, but also motivate employees to repeat and strengthen those conducive to the development of the company act. Therefore, reflects the wage differences based on work performance, is an important content of building high incentive mechanism. In addition, BASF is also the performance of employees with different dietary allowance, housing, stocks and other welfare.
- (2) Continue to improve the working environment and safety conditions. Suitable working environment, not only can improve the work efficiency, but also adjust the psychological. According to the physiological needs of design work for the environment, can speed up the process, save energy, alleviate fatigue; according to the psychological needs of design work for the environment, can create a pleasant, relaxed, active, dynamic working atmosphere. Safety is the most basic requirement of working conditions, but many enterprises difficult to achieve pain. The establishment of a large number of guarantee safety standards, from the specialized departments responsible, such as the medical department, fire brigade, senior guard, responsible for security issues within their respective work scope.
- (3) Change the concept of incentive mechanism, and establish "incentive mechanism of people-oriented" enterprise. In order to enhance the competitiveness of enterprises, enterprises must change the traditional concept of incentives. Construction of enterprise employees incentive mechanism to change the incentive idea, establish "incentive mechanism for people". Truly care about people, respect people, and create various conditions, promote the all-round development of people, the incentive system to enterprise quickly on the right track. Through the analysis of different types of people, they will need to organize, classify, collect and incentive related information, a comprehensive understanding of the needs of employees and the quality of work, constantly according to the change of circumstances to formulate corresponding policy and carry out targeted incentives. To stimulate the enthusiasm of the staff. After establishing the incentive mechanism, we must improve the performance appraisal system and matching, can make the two complement each other. And pay attention to the strict implementation of long-term adherence.
- (4) Fully consider the individual differences of employees, to adopt different incentive principle. The incentive is designed to improve the staff's initiative. In the formulation of incentive mechanism must take into account individual differences. Each employee's thought, character, knowledge, education, and moral standards are different, differ in thousands of ways, the incentive mechanism of enterprises have to face up to the personality difference. Staff awareness of young and strong, high requirements for all aspects of working conditions, so the "jump" phenomenon is serious; and the middle-aged workers because of family reasons compared with the status quo, relatively stable; high educated people generally pay more attention to the realization of self-value, including material benefits, but they pay more attention to the spiritual satisfaction, for example, working environment, working interest, working conditions, and the degree is relatively low, the primary focus is to meet the basic needs of the. Between the management personnel and the general staff requirements are also different, so that enterprises in the formulation of incentive mechanism must take into account the individual differences and the staff of enterprises, in order to receive the maximum incentive effect.

In general, the new incentive mechanism to inject more humanistic care and intangible rewards, further coordinate staff relations between work and life, let staff feel the concern of the enterprise, so as to enhance the staff's sense of belonging and identity, enhance the overall performance of the enterprise, to build a harmonious and stable labor relations will play a crucial role.

Acknowledgement

This project is sponsored by Shanghai University of Engineering Science Innovation Fund for Graduate Students (No.E1-0903-14-01072)".

References

- Cuihong Li, Bin Yu, Katia Sycara. An incentive mechanism for message relaying in unstructured peer-to-peer systems [J]. *Electronic Commerce Research and Applications*, 2009, Vol.8 (6), pp.315-326.
- Shuang Yang, Xin Wang. An Incentive Mechanism for Tree-based Live Media Streaming Service [J]. *Journal of Networks*, 2010, Vol.5 (1), pp.57-64.
- Yang LIU, Xiaoning LV. A Study of Independent Director's Reputation Incentive Mechanism Based on the Principal-Agent Theory [J]. *iBusiness*, 2009, Vol.01 (01), pp.34-39.
- Zhang Shu, Shi Xiuzhi, Yao Shu. Safety Incentive for Labor Workers in State-Owned Mine Enterprises in China [J]. *Procedia Engineering*, 2011, Vol.26 (), pp.2230-2238.
- Y. Zhong, W.G. Cai, Y. Wu, H. Ren. Incentive mechanism design for the residential building energy efficiency improvement of heating zones in North China [J]. *Energy Policy*, 2008, Vol.37 (6), pp.2119-2123.
- Min-Shi Liu. Impact of knowledge incentive mechanisms on individual knowledge creation behavior—An empirical study for Taiwanese R&D professionals [J]. *International Journal of Information Management*, 2012, Vol.32 (5), pp.442-450.
- Josep Rius, Soraya Estrada, Fernando Cores, Francesc Solsona. Incentive mechanism for scheduling jobs in a peer-to-peer computing system [J]. *Simulation Modelling Practice and Theory*, 2012, Vol.25 (), pp.36-55.
- Huanyu Zhao, Xin Yang, Xiaolin Li. An incentive mechanism to reinforce truthful reports in reputation systems [J]. *Journal of Network and Computer Applications*, 2012, Vol.35 (3), pp.951-961.
- Nath, Swaprava, Zoeter, Onno. A strict ex-post incentive compatible mechanism for interdependent valuations. [J]. *Economics Letters*. Nov2013, Vol. 121 Issue 2, p321-325. 5p.
- Majumdar, Sumit K. Appropriate mechanism design, regulations, and wages. [J]. *Industrial & Corporate Change*. Oct2013, Vol. 22 Issue 5, p1373-1408. 36p. 5 Charts, 2 Graphs.
- Robert C. Lind. Intertemporal Equity, Discounting, and Economic Efficiency in Water Policy Evaluation [J]. *Climatic Change*, 1997, 371:.
- Anonymous. Transport Intelligence Ltd: Ti Logistics Briefing & News: P&G comments add to long-term thinking about logistics structures [J]. *M2 Presswire*, 2008, :.
- Anonymous. Research and Markets: An Acquisition by P&G Might Result In Opportunities for IT Migration and Integration Services According To This 2008 Report [J]. *M2 Presswire*, 2008, :.
- Ragu, Sai Prasanna. P&G's Logistics Revolution: Co-Creating Value [J]. *IUP Journal of Operations Management*, 2009, 82:.
- Coons, Rebecca. P&G Expects Modest Growth; BASF Shuns Price Pressure [J]. *Chemical Week*, 2009, 17116:.
- Anonymous. P&G Professional; P&G Professional Survey Highlights Cleaning Professionals' Response to Economic Climate [J]. *Medical Letter on the CDC & FDA*, 2010, :.
- Anonymous. Bharat Book Bureau: P&G - IT Sales Opportunities - 2008 [J]. *M2 Presswire*, 2010, :.
- Anonymous. P&G Selects Versatex an Exclusive Managed Service Provider for North America [J]. *Wireless News*, 2010, :.
- Bruno Godey, Chantal Lai. Construction of international brand portfolios: impact on local brands [J]. *Journal of Product & Brand Management*, 2011, 205:.
- Anonymous. Staying in Touch Global [J]. *Security*, 2010, 4711:.