

# A Study on the Relationship between Cognitive Motivation and Behavioral Motivation of Employees in Small and Medium-Sized Enterprises

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**Keywords:** Small and Medium-Sized Enterprises, Incentive Mechanism, Problems, Countermeasures

**Abstract:** as an Important Part of China's Socialist Market Economy, Small and Medium-Sized Enterprises Play an Important Role in Invigorating the Market, Stimulating Economic Growth, and Improving the Employment Rate. Facing the Challenge of the World Economic Globalization, If Small and Medium-Sized Enterprises Want to Survive and Develop, They Must Attach Importance to Human Resource Management, Improve the Management Level, Perfect and Innovate the Management System, Especially the Incentive Mechanism of Innovative Employees.

## 1. Introduction

As an Important Part of Our Socialist Market Economy, Small and Medium-Sized Enterprises Play a Very Important Role in Activating the Market, Stimulating Economic Growth, and Improving the Employment Rate. However, At Present, There Are Many Problems in Small and Medium-Sized Enterprises in China, Such as Single Management Mode, Low Management Level, Neglect of Enterprise Culture Construction, Backward Talent Concept and System Construction, Which Lead to the Difficulty of Absorbing and Reserving Talents and the Lack of Effectiveness of Talent Team Construction, Thus Affecting the Healthy and Rapid Development of Enterprises[1]. Enterprises Need to Establish an Incentive Mechanism That Can Effectively Mobilize the Enthusiasm and Creativity of the Staff, Improve Their Sense of Mission and Responsibility, So as to Attract Excellent Managers, Create an Excellent Staff Team, and Create Better Economic Benefits.

## 2. Employee Motivation Overview

### 2.1 Connotation of Incentive

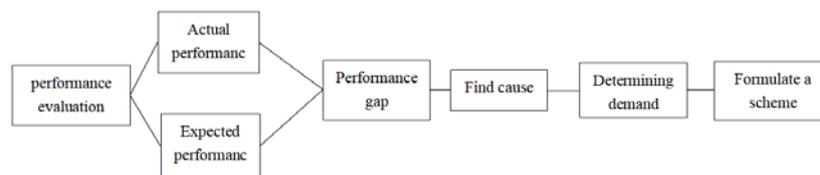


Fig.1 Training Demand Analysis Process Based on Performance

Motivation, in short, is the process of using some means or methods to mobilize people's enthusiasm. Human is a complex of biological and social nature, and the production of human's positive psychology is based on human's sense of obtaining and satisfying their physiological or psychological needs. These needs are basically reflected in the form of desire, desire and intention. They are the source power of human thought and behavior, and at the same time, they affect people's emotional response and goal selection in a certain way[2]. When people's need object is determined, obtaining need object becomes motivation. Motivation plays an important role in motivating, guiding and maintaining people's behavior. Motivation produces behavior, which is the internal power of behavior. From the above logical relationship, we can see that motivation is

essentially a process of guiding and helping people to generate motivation.

## **2.2 Trole of Incentive in Enterprise Management**

The purpose of enterprise management is to allocate enterprise resources efficiently, make full use of human, material and financial resources, and then realize the maximization of enterprise interests. To a certain extent, the enterprise's pursuit of interests integrates the interests of all employees, and is the source power for employees to participate in the work of the enterprise[3]. The enterprise is composed of employees. If the enterprise wants to obtain the best economic benefits, it must fully mobilize the enthusiasm of employees, guide employees to make rational use of material and financial resources, and realize the maximization of enterprise interests within the scope of authority. To a great extent, the work enthusiasm of the employees determines the fate of the enterprise, and the enterprise needs workers with working ability and enthusiasm. The goal of incentive is to maximize the benefits of enterprises by mobilizing the enthusiasm of employees, so it plays a very important role in the process of production and operation of enterprises[4]. Motivation helps to cultivate employee loyalty. Employee's loyalty is a variable, which is the result of two-way interaction between employees and enterprises. Employee's sense of gain is an important indicator of employee's loyalty. Enterprise's employment system, salary system, humanistic atmosphere and so on will affect employee's loyalty. For example, employee's salary increase, job stability, employee's own business development and so on will increase employee's loyalty[5]. And bad incentive strategies, such as unreasonable reward, unfair promotion and so on, will have a bad impact on employee loyalty. It can be seen that the loyalty of employees is closely related to the incentive system of enterprises. The incentive ability of enterprises should be strengthened so that employees have high loyalty to enterprises.

## **2.3 Motivation is Conducive to the Cultivation of the Professionalism of Employees.**

Professionalism is a kind of spirit that people have a sacred sense of responsibility and mission, a reverent and devout attitude towards their profession, and can devote themselves to their work. The cultivation and stimulation of professionalism not only requires the employees to improve their professional awareness and correct attitude, but also to create a corresponding working atmosphere and fine tradition within the enterprise, encourage the advanced, urge the backward, reward the diligent and punish the lazy, and give the employees necessary guidance and help in time[6]. Only when employees recognize the corporate culture and core values, experience the personal sense of belonging to the enterprise, clarify the impact of their responsibilities on the enterprise, and feel the recognition of their values, can they further deepen and improve their professionalism.

## **2.4 Motivation is Conducive to Stimulating Employees' Creativity**

Creativity is the source power of human development. If an enterprise wants to maintain its vitality and competitiveness, it must create an innovation atmosphere, stimulate employees' creativity and innovation awareness, and strengthen its own hematopoietic function. In today's fierce market competition, how to stimulate people's creativity and innovation consciousness and make them produce added value is a problem that every enterprise must solve, and it is also one of the symbols of excellent enterprise system. Relevant research points out that in an environment without incentive effect, people can only play 20% - 30% of their own ability, and the same people can play 80% - 90% of their ability if they are reasonably motivated[7]. It can be seen that motivation is conducive to stimulating the creativity of employees and promoting the potential release and value play of employees.

## **2.5 Incentive is Conducive to the Construction of Corporate Culture**

Corporate culture is formed in the process of enterprise development. The sum of management philosophy, behavior norms and value systems shared by all members of an organization. Enterprise culture is the source of enterprise spirit, employee vitality and vitality, the important guarantee to improve the quality of employees, and the source of motivation for employees to work actively and hard. Corporate culture represents the business philosophy, behavior norms and value system of an

enterprise. The direction is very strong[8]. The daily business and development plan of an enterprise is an example of the orientation of enterprise culture. In order to cultivate and maintain excellent corporate culture and ensure the orientation of corporate culture, it is necessary to strengthen the positive and negative. Motivation is a positive reinforcement, a reward action to meet the enterprise's goals, a mobilization of employees' enthusiasm and innovation, and an adjustment of employees' actions to ensure and promote the healthy development of the enterprise and do the right thing. In addition, those who violate the company's development goals will be punished by negative incentives such as criticism and fines in order to avoid "wrong things".

### **3. Problems in Employee Motivation**

#### **3.1 Single Incentive Means and Lack of Pertinence**

At present, small and medium-sized enterprises in our country pay more attention to material rewards and less attention to the spiritual needs of employees[9]. The object of incentive is human. The dual attributes of human biology and sociality determine the combination of material demand and spiritual demand. Employees' work is not just to get salary, affirmation and self-worth. The related spiritual needs represent the higher level needs of employees. When small and medium-sized enterprises encourage their employees, the most common way is to increase wages, pay bonuses and other simple salary incentives. They seldom consider the use of spiritual incentives. They do not have enough understanding of the employees' desire to be recognized and emotional care, so it is difficult to further mobilize the enthusiasm of their work. At the same time, the managers of small and medium-sized enterprises do not realize that the needs of employees are dynamic, the needs of different employees are different, and the needs of the same employees are different in different periods. The incentive model is single, the difference of employees' needs is not fully considered, and the lack of pertinence and flexibility leads to poor incentive effect.

#### **3.2 Lack of Long-Term Incentive Mechanism**

Small, small and low-level problems of small and medium-sized enterprises in China are common. At the same time, business operators often lack broad vision and long-term career planning. These problems are often reflected in the incentives of enterprises, they do not pay much attention to the timely situation. Interest: the professional development of employees is not fully paid attention to, and the long-term disregard of rewards for employees, improve their quality, so that many excellent employees, for a long time, improve their professional skills, so the enterprise can not and very dissatisfied. It leads to the decrease of work enthusiasm. Many small and medium-sized enterprises adopt the family business model. The share ratio of operators is very high. Generally speaking, employees do not hold shares. Professional sales usually consider relatives and friends. These incentives may be effective in the short term, but in the long term. Take the work enthusiasm of ordinary employees seriously, damage the initiative and creativity, leading to the decline of competitiveness and the short survival time of small and medium-sized enterprises.

#### **3.3 Attention to the Lack of Training**

Many small and medium-sized business operators lack enough attention to staff training because of their low quality. First of all, many managers think that employees are called to work for the company, lack of scientific management experience, and the relationship between employees and the company is the relationship between labor and wages. Ignore the development needs of employees, do not develop independently according to the development of enterprises, and do not realize the necessity of enterprise training. Second, some managers worry that employees need higher salaries after training, or they can move to other companies and become future competitors. Third, many operators think that the cost of investment in staff training is very high in order to reduce costs. In order to save costs, they tend to recruit talents directly from the artist market. "Investment" leads to a serious shortage of training investment. Finally, the training of enterprises is only a temporary measure, lack of overall plan, and enterprises do not need training when they are

good. It's a typical "headache, pain, pain."

#### **4. Effective Incentive Strategies for Employees**

Combined with the material incentives of spiritual motivation, reference to the material incentives that motivate employees to work hard for the company. The main symptoms are positive motivation and negative motivation. Positive incentives include payment of wages, bonuses, allowances, profits, etc.; negative incentives refer to bonuses, fines, etc. Material demand is not only the main demand of human beings, but also the basic motivation of people to engage in all social activities. Therefore, material incentive has always been the main way of incentive, and it is also a very common way for small and medium-sized enterprises to use incentive in China. Material stimulation can play a positive role to some extent, but it is not a panacea. Long term single material incentive will reduce the feeling and mental fatigue of employees. People's social attributes determine people's spiritual needs. The correct effect of spiritual motivation is more obvious than that of physical motivation. The cost of spiritual motivation is often lower than that of physical motivation. Cost. For example, praise, encouragement or slight consolation often play a role in motivating employees, mobilizing their enthusiasm, creativity and improving work efficiency.

#### **5. Conclusion**

With the fierce market competition, most small and medium-sized enterprises, the important role of corporate culture, recognize their own shortcomings and shortcomings, face the courage, adapt to the development of a sound corporate culture, and establish a common value creation of all efforts of the enterprise's internal rate of return reasonable establishment of the enterprise's reward and punishment system, full respect for all employees, employees to adapt to the rapidly changing individual needs Seeking, making employee's career plan, enterprise goal and consistent struggle goal, belong to the feeling of the enterprise. Encourage them to achieve these general aspirations and goals.

#### **Acknowledgement**

Guangdong education reform project (gdjg2019183): Research on the training mode of entrepreneurial talents in Higher Vocational Education Based on competency model; major scientific research (HUMANITIES AND SOCIAL SCIENCES) project of Guangdong Education Department (2017gwzdxm001).

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