

Research on the Application of Employee Incentive Diamond Model in the Context of Big Data

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Abstract: With the accelerating development of information age, data has gradually changed from a recognizable and abstract symbol to a basic resource, and the speed and scale of information spread have exploded. In the environment of the big data era, the traditional corporate incentive mechanism is no longer sufficient to meet the development needs of employees in the new era. Faced with the complexity of the needs of different types of employee groups, how to establish diversified and long-term corporate management incentives has brought new challenges. Therefore, this article builds an employee incentive diamond model based on 7 major factors: employee willingness, personal skills, job positions, employee relations, salary and benefits, development opportunities, and physical and mental health. It also studies how to take advantage of big data to take targeted employee incentive measures, and puts forward the application and development of big data in the future human resource management field.

1. Introduction

The success of the business depends on the talent, and the success of the talent depends on the human resources manager. Under the new normal, fundamental changes have taken place in China's economic development mode and growth momentum, which means that the development of enterprises has gradually been driven by factors, and investment-driven into innovation and talent-driven. As the foundation of corporate innovation, employee creativity plays an important role in this process. American Master of Human Resources Manager Gary Dessler believes that all human resource management activities should be motivating. The human resource management system is actually a broad-based incentive system [1]. Professor James of Harvard University has conducted a survey: Employees paid on time generally only need 20% -30% of their working ability to guarantee their daily living expenses, but if they can stimulate the subjective initiative of employees and make them work potential If it is fully utilized, then this data will easily reach 80% -90% [2]. This obvious difference is reflected in the performance of the work that can bring immeasurable benefits to the enterprise.

With the steady development of China's economy, the competitiveness of various industries is becoming more and fiercer. If companies want to have a sustainable development goal strategy and unique competitive advantages, they must do a good job in talent management. And how to make the internal management mechanism of the enterprise simpler and more efficient has become a major problem that needs to be overcome in employee management. In this regard, scholars have carried out multi-angle research on how to motivate employees, such as evaluation of personal preferences (Xiong Zhijian, Qu Hao, 2012) [3]; incentives based on salary goals such as basic wages, cash bonuses, long-term incentives and employee benefits (Brennan, 2017) [4]; Dynamic incentives for employees' periodic needs (Huang Limei, 2018) [5]; Effective internal control (Chen Hanwen, Ou Juan, Huang Xuanhao, 2019) [6]; Based on two factors Research on theoretical incentive mechanism (Shen Qian, Chen Zhiyi, Li Xiang, 2020) [7] and so on. In addition, scholars have also made new breakthroughs in exploring the factors that influence employee motivation. For example, increasing internal motivation of employees will have a positive impact on corporate innovation, and external rewards can offset the negative impact of work pressure on promoting sustainable innovation

(Delmas, Pekovic, 2018) [8]; physical health, mental health, job characteristics and organizational support are the most important factors determining employee productivity, and 93% of these indirect effects are caused by mental or physical health (Martin, Kaveh, Francois, 2019) [9]; The performance of the incentive conditions of the average distribution is the lowest, and the satisfaction and fairness of individual incentives are the highest (Oah, Shon, Moon, 2019) [10] and so on.

Employee motivation is an eternal topic for enterprises. As the development of the information age continues to accelerate, the speed and scale of information dissemination are increasing in an explosive form. The traditional field of human resources relies on intuition, judgment, instinct, and experience. In this complex social environment, traditional corporate incentive mechanisms are no longer sufficient to meet the development needs of employees in the new era. How to take advantage of the integration of big data information resources to establish a diversified and long-term incentive mechanism has brought new challenges to enterprise managers. This article proposes an employee incentive diamond model. It builds an employee value structure model from 7 factors: employee willingness, personal skills, job positions, employee relations, compensation and benefits, development opportunities, and physical and mental health. The big data advantage is used to analyze employee competence and corporate human resources, the problems and management measures in the management field, so as to establish a unique employee incentive model that is most suitable for the enterprise, stimulate the enthusiasm and inherent potential of the employees, and create greater value for the enterprise.

2. Application of Big Data in Human Resource Management Practice

Literally, the understanding of big data lies in the huge amount of data in its information base, also known as huge amount of data. The amount of data involved cannot be extracted, managed, manipulated, and organized by the human brain or mainstream software tools. It is information that helps companies to manage and make business decisions more actively and efficiently. By analyzing and arranging big data, mining can extract some new values from commonplace things and realize the effective use of information.

With the intensified competition in China's talent market, enterprises' demand for human resources analysis is constantly increasing. Traditional personnel management is gradually shifting to human resource management. In the future, human resource management will definitely be transformed into talent management. In 2005, the first comprehensive platform for talent management automation and improvement of key and important processes was born. Talent management system (TMC) was born, including recruitment, performance management, learning and development, and compensation management. At the same time, it is also a tool storehouse for storing various employee data. Today, the TMS platform can also be used to store and manage social media data as well as other digital text and talent behavior data. With the continuous development of the data age, Google uses big data to select the best employees in a more effective way. General Electric uses the "activity curve" to design employee performance surveys for continuous rather than end-of-year unified assessment; Suning Technology Group adopts the CBO + AI method to analyze and train historical query data to improve the recognition accuracy and recognition efficiency, and use the combination of dimensional statistical information to optimize query resource allocation. IDC Future Scape: The global data center market predicts in 2019 that by 2021, the need to protect discrete data generated in marginal areas will drive 30% of Chinese enterprises to build and operate data warehouses on multiple data center infrastructures; by 2022 50% of Chinese companies 'data centers consume three times the energy they use today to meet the needs of high-energy-acceleration accelerated computing systems.

However, big data on human resource management is far from being excavated. At present, the development of big data in China is relatively mature and can be applied flexibly in various industries. With this, the human resources management industry chain will also undergo tremendous changes. All market data will become shared resources, and all institutions, industries, and departments covered by human resources management will further become cooperative partnerships to achieve a win-win situation. In the past, we may be lost in the database, fail to see the nature of things, and lead

to wrong inferences in scientific work. With the advent of the era of big data, the true form of all things will be shown to us without reservation. . If human resource managers can grasp and flexibly use the advantages of big data, then HR's sense of value in the enterprise will be greatly improved, closer to the core decision-making layer of the enterprise, and it will become a partner of the business department. In the future, HR will become the right hand of the CEO, which will be realized in the era of big data. The human resources department will also become a strategic department of the enterprise, helping the company and various business departments to better develop and utilize the value of employees, retain high-potential and high-value employees, while managing the entire life cycle of employees, controlling employee turnover, and maximizing Make good use of human analysis.

3. Employee Incentive Diamond Model

At present, most enterprises simply regard incentives as compensation rewards, and completely consider the amount of compensation as the only means of incentives, and fully materialize the employees. As a result, rewards only increase costs and enterprises cannot receive corresponding feedback. Due to the differences in living environment, living habits, personality hobbies and personal values of employees, there are also large differences in individual needs. The traditional reward-incentive incentives can no longer meet the development requirements of enterprises in the new era. In the face of the diversity and complexity of employee needs, a diversified incentive mechanism system is an important research direction for enterprise managers in the new era.

3.1 Construction of Employee Incentive Diamond Model

The fundamental purpose of employee incentives is to enhance the value that employees bring to the company. To achieve a good incentive effect, the company should evaluate and analyze the incentive methods from the current status and needs of individual employees. Therefore, this article borrows the concept of the company's core competitiveness diamond model (Qin Yiyi, 2006), constructs a similar structure of the employee incentive diamond model from the perspective of individual employees, and defines employee value as the value that employees can create for the company.

The employee incentive diamond model indicates that the level of value that employees bring to the company depends not only on the employees' willingness to work, personal skills, jobs, employee relations, compensation and benefits, development opportunities, and physical and mental health, which determine the determinants of their performance. It also depends on the closeness and fit between these seven factors, and each factor influences and connects with each other. In addition, of these factors, work willingness is the most important factor affecting employee performance, which is the internal motivation for employee value, and several other factors are the external motivations for employee performance. The above-mentioned seven elements constitute the employee incentive diamond model, and the work willingness as its core component is connected with other factors through double solid lines to form a cross-dimensional spatial structure model.

3.2 The Meaning of Each Element of the Employee Incentive Diamond Model

Work willingness involves employees' individual needs, living environment, personal preferences, work motivation, achievement motivation, self-actualization, etc., and is reflected in various behavioral performances of employees in completing work tasks. The willingness of employees to work is the most important internal factor affecting their performance. The level of willingness to work directly determines whether employees are willing to create value for the company and how much value they are willing to create. Therefore, when motivating employees, companies should first understand the individual work intentions of employees in each position, and then take incentive measures for the right medicine.

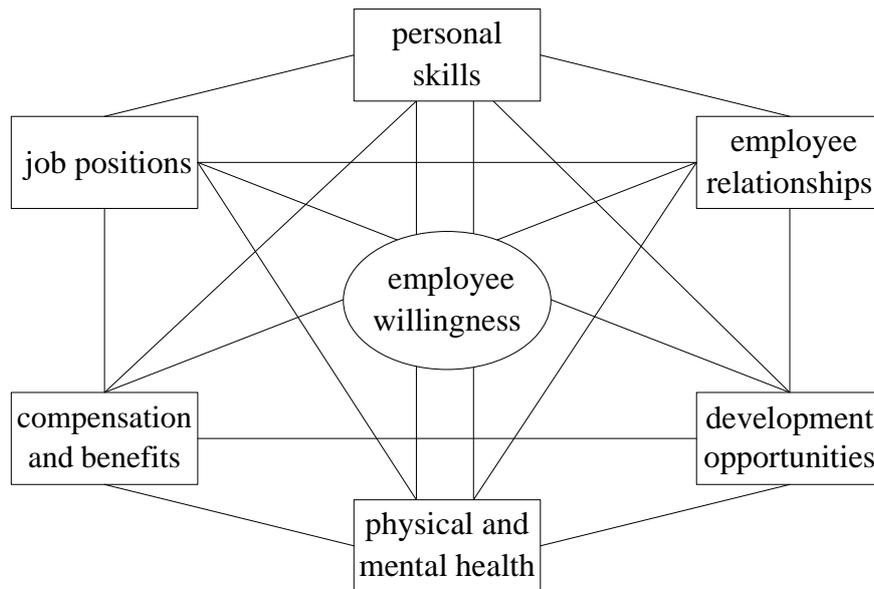


Figure 1 Diamond model of employee motivation

Personal skills include the professional skills, personal knowledge reserve ability, task execution ability, innovation ability and learning ability of employees, not only the sum of basic skills that employees need to master in the job and the professional skills to be developed. It is also the basic premise that employees can create value.

Jobs include the work content, work pressure, work tasks, and working environment of employees in their positions, which are closely related to the job itself. Different positions have specific requirements for incumbents. How to do a good job of matching people with posts is one of the most important tasks in human resource management. Only suitable positions can truly exert the value of employees.

Employee relationships include the relationship between employers and employees, supervisors and employees, and employees and employees. Cooperative employee relationships can increase employee engagement and organizational loyalty, and effectively prevent and resolve personnel management crises. In addition, the quality of employee relations directly affects the working attitude of employees. If managers and employees can establish strategic partnerships, it will greatly stimulate the enthusiasm of employees to work and achieve a win-win situation for enterprises and employees.

Compensation and benefits are rewards for employees to create value for them. The rigor of the salary system can reflect the differences between all positions, skills and employees' working conditions in actual work. Employee benefits, as a form of GSP compensation, are directly related to employees' sense of belonging and identification with the company, and are usually issued in the form of indirect payments. Scientific and reasonable compensation system design and humanized flexible welfare mechanism will have immediate incentive effects for employees.

Development opportunities include employees' job promotion opportunities and professional skills training opportunities in the enterprise. The traditional incentive method pays more attention to people's basic material needs, and the concept of talents is still in the "capital hiring talents" stage, neglecting the incentives for employees' development needs. From the perspective of long-term strategic planning, giving employees more development opportunities will make the incentive effect more effective.

Physical and mental health refers to good physical, mental, and social adaptation. With the rapid development of social economy and invisible work pressure, physical health and mental health have gradually become the topics that enterprises need to focus on. It directly or indirectly affects the working status and behavior of employees. In addition to ensuring that the assigned work tasks do not affect the physical condition of employees, the company also needs to strengthen its care for employees' mental health and take appropriate measures to encourage employees to produce positive

work Mentality.

4. Application Analysis of Employee Motivation Model

4.1 Work Willingness

Employees' willingness to work is highly subjective and related to their personal growth experience and personal preferences. Although most of the factors that affect their willingness to work are beyond the control of the enterprise, by establishing a database of employee personal information and work conditions, enterprise managers can discover and dig out existing problems in enterprise management from changes in employees' willingness to work. Take incentives or solve measures to avoid low employee performance or even employee turnover. Promoting employees' work willingness should be analyzed for different groups, namely old employees who have worked in the company for a long time, new employees who have just joined the company, and employees who have not joined the company.

For working veterans. You can use big data to find out and understand the real reason for their low willingness to work by investigating their personal background checks, previous work performance, employee relations, and performance changes. If, after data analysis, it is found that employees who have been employed for a long period of time generally experience a decline in performance and a lower willingness to work, the reason behind this phenomenon is likely to be the current lack of management of the enterprise. Therefore, enterprise managers should pay special attention to changes in the working status of such employees.

For newly hired employees. Generally speaking, whether for material or spiritual needs, such employees should have a strong willingness to work. Enterprise managers can analyze their entry motivations and interviews in conjunction with current job status and take corresponding incentive measures.

For non-starting employees. Before hiring a new employee, the company should first understand the employee's motivation and future development plans, and use big data to compare and analyze the collected information with the current status of the enterprise, predicting the employee's working life cycle in the enterprise and the benefits To determine whether to hire the employee and solve the problem of employee turnover from the root cause.

4.2 Personal Skills

The personal skills of employees are the basic premise for creating value for the company. Matching the individual needs, job requirements and corporate needs of employees through big data can enable employees to give full play and effectively improve their capabilities. In addition, it can also detect which employees need to improve their capabilities, which capabilities, how to improve this capability, and whether this problem is common among employees. At present, the phenomenon of large training expenditures and poor training results in Chinese enterprises generally not only fails to meet the expectations of enterprises to improve their skills, but may even reduce their enthusiasm for work. Therefore, enterprise managers should make good use of data analysis to formulate effective training plans based on job requirements and individual needs of employees in line with corporate strategic conditions. Only when the contents and methods of incentives are highly compatible with the needs of employees can the best incentive effect be achieved and the waste of corporate costs avoided.

4.3 Job Positions

Matching people and posts is a prerequisite for motivating employees. Wrong job assignments or transfers will greatly reduce the value of employees, which is a huge fault for the company or individual employees. With big data, not only can you analyze the personal needs, working abilities, values, working habits, and development planning of enterprise employees, but also integrate multiple reference indicators for the job, such as job ability requirements, job characteristics, working

hours, and work. The environment and promotion channels are matched scientifically and objectively, so as to obtain a job adjustment plan that is satisfactory to both the company and employees, and maximize the use and creation of employee value.

4.4 Employee Relations

The main task of employee relations is to establish a good communication relationship between managers and employees. Enterprises can judge the manager's work and management efficiency through the frequency and time limit of interaction between managers and employees, the working status of employees, and feedback and evaluation of managers. Managers can collect and analyze the information of their management team members to determine what leadership style is appropriate for the team and how to adjust their management model. After entering the job, employees can analyze their own professional personality, corporate culture, and management model to adjust their best behavior mode and work status. In addition, employee relations can reflect employee engagement and organizational loyalty. The decline of employee loyalty makes the analysis of human data more important. Companies need to know which employees are engaged in work, which employees are at risk, and how to detect these phenomena before it is too late.

4.5 Salary and Benefits

The function of big data is not only reflected in information collection and processing. It can also make reasonable assessments of employees' capabilities and job contributions, and enter these data into the total data to determine what the evaluated employees are among the practitioners. Level; and then by adjusting the distribution of salaries at different levels among practitioners across the country to determine whether the level of salaries is reasonable; you can also make a more comprehensive assessment of employee values and contribution data.

In terms of salary structure, the traditional salary adjustment is also one of the most complicated and difficult things for enterprise managers. The fastest way to increase salary in the job market is not from the enterprise, but from job-hopping. This reflects a major flaw in salary management. During the process, managers often can only bargain with employees because of the pressure from superior leaders and financial departments. After spending a lot of time and energy, they may not be able to give a satisfactory answer to both parties. However, if you have big data and face dissatisfied employees who want to resign, managers can calculate the losses that the employee brings to the company after leaving the company and the cost of recruiting new employees as a supplementary basis for their salary adjustment. If the manager believes that the employee's remuneration level is in line with his current work situation and there is no need for adjustment, he can persuade the employee through the data; if the benefits the employee brings to the enterprise are worth adjusting his salary, the manager also knows how much can be adjusted. Data can also be used to persuade superior leaders.

In terms of welfare design, managers can easily obtain the needs of different types of employees through big data, and according to the needs of employee diversity combined with enterprise input costs, they can formulate a variety of welfare types to optimize the effect of flexible welfare measures. If employee benefits programs are used properly, this will be a huge competitive advantage for companies.

4.6 Development Opportunities

Talent development is the fundamental driving force for the development of enterprises. As for employees in the new era, personal career development is more important than current salary and benefits. At present, the incentive methods of most Chinese enterprises have achieved the effect of short-term incentives, but the development of long-term incentives needs to be further improved. How to motivate employees' self-motivation? How to make employees develop subjective awareness? These are issues that managers should focus on.

In the past, talent selection and promotion mainly came from the suggestions of business unit leaders, and human resources managers have little room to play. With big data, data information can

help HR determine which employees should be promoted to higher positions, and what impact does promotion have on employee performance and productivity? Should it be recruited internally or externally? Managers can also fully grasp the professional ability of employees, teamwork ability, management ability, fit with corporate values, stress resistance, development potential, etc., and can make professional suggestions on employee selection and promotion, inspiring The working potential of employees allows talent selection to be fair, just, and open in the enterprise, allows employees to take the initiative to realize self-worth, and makes incentives a long-term development mechanism.

4.7 Physical and Mental Health

The stress of employees not only comes from work, but also from families and individuals. Every employee has different identities and roles to play, and there may be conflicts, so it is very important to help employees maintain physical and mental balance. An enterprise should establish an employee consulting service, which covers four major areas: personal consulting services, performance management consulting services, physical health consulting services, and mental health consulting services. In addition, a personal health information database should be established, including employee medical examination data and the above-mentioned employee consultation service data. The company shall follow up the physical and psychological conditions of the employees in a timely manner to ensure that the employees are in good physical and mental state. If the health status data of the employees indicate that they are under excessive stress or are unwell, the company shall timely adjust the work tasks of the employees and arrange for employees to conduct health checks. In the event that an employee intentionally extorts for any physical accident that is not caused by the enterprise, the company's management can also retrieve all the health data of the employee in the database for certification.

5. Conclusion

Today, the speed of scientific development has exceeded people's imagination. The future will certainly be an era of data, and the management of enterprises will be inseparable from the support and guidance of big data. In this social environment, human resources management will undergo drastic changes, and corporate employee incentives will open a new chapter. From the perspective of individual employees, the employee incentive model, combined with the comprehensive, efficient, diverse, and real data facts of big data for scientific application, will bring unexpected results to employees, industries, departments, and even enterprises. At the same time, a variety of new management difficulties and employee motivation theories may arise, but the nature of human resource management and employee motivation will not change. Every enterprise that can flexibly use big data will have a unique set of Employees' long-term incentive mechanism can effectively improve employee performance and create greater value for the enterprise.

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