

中文摘要

随着新经济时代的迅猛发展,企业之间的竞争变得越来越激烈,人力资源作为企业的核心竞争力,在吸纳人才,保留高绩效优秀员工方面具有关键性的作用。同时,人力资源是企业运营成本中的重要部分。有效的人力资源管理,不仅可以实现内部的公正,而且还能够提升企业的竞争力,从而降低人力资源成本,并让企业获得更高的经济回报,从而维护其良好的发展前景。薪酬管理是企业人力资源管理中不可或缺的部分,只有完善、健全的薪酬管理才能助力企业有效的选拔人才、留用关键人才、培养储备人才,并激发员工工作积极性、提升工作创造力,从而真正做到提高组织的经营效益。

本文基于问卷调查法和访谈法分析目前 S 公司的组织架构、部门权责、现行薪酬管理方案等状况。研究发现现阶段 S 公司薪酬体系的不足之处主要体现在薪酬管理与绩效考核不合理,奖罚机制设置不均衡,福利构成无保障等方面,造成其产生的原因由于薪酬管理制度相对落后,薪酬建设的激励导向固化,薪酬管理人员专业薄弱等。为进一步突破人力资源管理瓶颈,提高员工的工作积极性和主观能动性,提高 S 公司的市场竞争力,应当结合公司实际情况优化薪酬策略、制定适合企业发展的薪酬优化方案和提高员工积极性的绩效考核制度。

综上所述,以 S 公司为例研究分析其员工薪酬体系存在的问题,结合公司实际提出相应的解决措施,不仅能够有助于调动公司人力资源的积极性,同时对于行业内其他企业有一定的借鉴作用。

关键词: 薪酬; 薪酬管理; 优化研究

ABSTRACT

With the rapid development of the new economic era, the competition between enterprises has become increasingly intense. Human resources, the core competitiveness of the enterprise, has a crucial role in attracting talent and retaining high-performanced employees. At the same time, human resource costs are an essential part of the operating costs of the enterprise. Effective human resource management can help the corporation realize its internal justice as well as enhance the competitiveness. Thus, reducing the cost of human resources and allowing the enterprise to obtain higher economic returns to maintain its good prospects for development. Compensation management is an indispensable part of human resource management in orporations. Only well-structured compensation management system can help enterprises effectively select, cultivate and retain talents. It also can stimulate the enthusiasm of employees, enhance their creativity and improve the efficiency of the organization.

With the help of understanding the S company's current compensation management, this paper analyzes the current organizational structure, departmental authority and responsibility within S company based on the feedbacks from the relevant questionnaires and interviews. It found that the disadvantages of the current compensation management system in Company S are mainly reflected on the irrational design of the hierarchy and compensation structure, the lack of strength in the setting of reward and punishment policies, and the lack of reliance of the composition of compensation and benefits, etc. Those factors were caused by the unreasonable structure of the staff position system, the outdated incentive compensation construction, and lackness in the professionalism of compensation management personnel. To further break through the bottleneck of human resource management in S company, improving staff enthusiasm and initiative, and improve the market competitiveness, S company should optimise and strengthen its compensation strategy to make sure it is suitable to further improve the staff motivation and employee performance as part of the appraisal system.

In general, this paper takes S company as an example analyzed the problems of

its employee compensation system along with the actual company situation and provided the corresponding solution, which not only can help improve the enthusiasm of the company's human resources department also set an example for other enterprises in the industry have a specific reference role.

Keywords: Compensation; Compensation management; Optimization studies

目 录

中 文 摘 要.....	I
ABSTRACT.....	II
第一章 绪 论.....	1
第一节 研究背景及意义.....	1
一、研究背景.....	1
二、研究意义.....	2
第二节 研究内容与研究方法.....	2
一、研究内容.....	2
二、研究方法.....	3
第三节 创新点.....	3
第二章 相关理论与文献综述.....	5
第一节 基本概念.....	5
一、薪酬.....	5
二、薪酬结构.....	5
三、薪酬体系.....	6
四、薪酬管理.....	6
第二节 国内外相关研究综述.....	7
一、薪酬体系相关研究.....	7
二、宽带薪酬相关研究.....	8
三、激励理论相关研究.....	8
四、文献评述.....	9
第三节 相关理论基础.....	9
一、岗位价值评价理论.....	9
二、公平理论.....	10
第三章 S 公司薪酬体系现状分析.....	13
第一节 S 公司基本情况.....	13
一、公司简介.....	13
二、公司组织架构以及人员情况.....	13

第二节 S 公司的薪酬管理体系现状	16
一、薪酬结构情况	16
二、薪酬水平分析	17
第三节 问卷调查与分析	18
一、研究对象及施测过程	18
二、描述性统计分析	19
三、问卷调查的结论	21
第四节 访谈研究与结论	22
一、S 公司访谈记录	22
二、S 公司访谈结论	23
第四章 S 公司薪酬体系存在的主要问题及成因	25
第一节 存在的主要问题	25
一、薪酬管理与绩效考核不合理	25
二、奖罚机制设置不均衡	26
三、福利构成无保障	26
第二节 问题成因分析	27
一、薪酬管理制度相对落后	27
二、薪酬建设的激励固化导向	28
三、薪酬管理人员专业薄弱	28
四、薪酬管理战略与公司战略不同步	28
第五章 S 公司薪酬体系优化及保障措施	31
第一节 S 公司薪酬体系优化目标	31
一、提升员工工作效率	31
二、提升员工薪酬满意度	31
三、提升薪酬的公平性	32
四、吸引并留住人才	32
第二节 S 公司薪酬体系优化原则	32
一、适应性原则	32
二、经济性原则	33
三、激励性原则	33
四、公平性原则	33

第三节 S 公司薪酬体系优化措施	33
一、制定薪酬策略	33
二、岗位体系分析及评价	35
三、薪酬水平设计	37
四、薪酬结构确定	38
五、员工福利优化设计	43
第四节 S 公司薪酬体系优化的保障措施	45
一、做好宣传与沟通工作	45
二、健全薪酬管理各项制度	45
三、优化绩效考核管理	46
四、实现薪酬的动态化管理	46
第六章 结论与展望	47
第一节 研究结论	47
第二节 研究展望	47
参考文献	49
攻读学位期间取得的研究成果	52
致谢	53
附录 1 员工薪酬调查问卷	54
附录 2 员工薪酬访谈提纲	56
个人简况及联系方式	57
承 诺 书	58
学位论文使用授权声明	59

CONTENTS

Chinese Abstract	I
Abstract	II
Chapter 1 Introduction	1
1.1 Background and Significance of the Study.....	1
1.1.1 Background of the Study.....	1
1.1.2 Significance of the Study.....	2
1.2 Content and Methodology of the Study.....	2
1.2.1 Content of the Study.....	2
1.2.2 Research Methodology.....	3
1.3 Points of Innovation.....	3
Chapter 2 Relevant Theories and Literature Review	5
2.1 Basic Concepts.....	5
2.1.1 Remuneration.....	5
2.1.2 Remuneration Structure.....	5
2.1.3 Remuneration System.....	6
2.1.4 Remuneration Management.....	6
2.2 Overview of Relevant Domestic and Overseas Studies.....	7
2.2.1 Research on Pay System.....	7
2.2.2 Research on Broadband Pay.....	8
2.2.3 Research on Motivation Theory.....	8
2.2.4 Literature Review.....	9
2.3 Relevant Theoretical Basis.....	9
2.3.1 Job Value Evaluation Theory.....	9
2.3.2 Equity Theory.....	10
Chapter 3 Analysis of the Current Situation of Company S's Compensation Management System	11
3.1 Basic Situation of S Company	11

3.1.1 Company Profile·····	11
3.1.2 Company Organization Structure and Personnel·····	11
3.2 Current Situation of Company S's Payroll Management System·····	14
3.2.1 compensation Structure·····	14
3.2.1 compensation Level·····	15
3.3 Questionnaire Survey and Analysis·····	16
3.3.1 Subjects of the Study and the Process of Administering the Survey·	16
3.3.2 Descriptive Statistical Analysis·····	17
3.3.3 Conclusion of the Questionnaire Survey·····	19
3.4 Interview Research and Conclusion·····	20
3.4.1 Transcripts of Interviews in Company S·····	20
3.4.2 Conclusion of Interviews in Company S·····	21
Chapter 4 Main Problems and Causes of Company S's Payroll Management System ·····	23
4.1 Main Problems·····	23
4.1.1 Unreasonable Salary Management And Performance Evaluation···	23
4.1.2 Ineffective Setting of Reward and Punishment Mechanism·····	24
4.1.3 Insufficient Welfare Structure·····	25
4.2 Analysis of the Causes of the Problem·····	25
4.2.1 Unreasonable Compensation Management System·····	26
4.2.2 Solidified Incentive Orientation of Remuneration Construction····	26
4.2.3 Weak Professionalism of Remuneration Management Personnel···	26
4.2.4 Synchronization Between Remuneration Management Strategy and Company Strategy·····	27
Chapter 5 Optimization of Company S's compensation Management System and Safeguard Measures ·····	29
5.1 Objectives of Optimization of Remuneration Management System of Company S·····	29
5.1.1 Enhancement of Employees' Work Efficiency·····	29
5.1.2 Enhance Employee Pay Satisfaction·····	29
5.1.3 Enhance the Fairness of Remuneration·····	30

5.1.4 Attract and Retain Talents·····	30
5.2 Principles of Optimizing the Remuneration Management System of S Company·····	30
5.2.1 Principle of Adaptability·····	30
5.2.2 Economy Principle·····	31
5.2.3 Incentive principle·····	31
5.2.4 Principle of Fairness·····	31
5.3 Measures to Optimize the Remuneration Management System of S Company ·····	31
5.3.1 Formulation of Remuneration Strategy·····	31
5.3.2 Job System Design and Evaluation·····	33
5.3.3 Design of Pay Level·····	35
5.3.4 Determination of Pay Structure·····	36
5.3.5 Employee Benefit Optimization Design·····	41
5.4 Guarantee Measures for the Optimization of Remuneration Management System in S Company·····	43
5.4.1 Carry Out Publicity And Explanation Work ·····	43
5.4.2 Improve Various Systems for Compensation Management·····	43
5.4.3 Optimize Performance Evaluation Management·····	44
5.4.4 Realize Dynamic Management of Compensation·····	44
Chapter 6 Conclusion and Prospect·····	45
6.1 Research Conclusion·····	45
6.2 Research Outlook·····	45
References·····	47
Research achievements·····	50
Acknowledgment·····	51
Appendix 1 Employee Remuneration Questionnaire·····	52
Appendix 2 Outline of Employee Remuneration Interview·····	54

以上内容仅为本文档的试下载部分，为可阅读页数的一半内容。如要下载或阅读全文，请访问：<https://d.book118.com/19813301500007045>