

Strategies to Retain and Motivate Express Logistics Services' Employees: Examining the Case of SF in Maonan Branch of China

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Abstract:

With the continuous improvement of life, people's work not only fulfills the survival needs, but also pursues the needs of social relations and values. The inability to meet the needs of employees leads to the employees' turnover to a large extent. There is a direct sense of motivation for the development of the enterprise. There is a need to enhance the appeal and sense of belonging of employees to the development of the enterprise, prevent employees from having a positive impact on the development of the enterprise, and have a significant impact on the employee demand and business locations of the enterprise. Investigating the problem of staff turnover, this research takes the case of SF Maonan District branch where the author was working and studying the employees' incentive mechanism using observation and questionnaire survey methods to strengthen the construction of the team network and improve employees' job satisfaction and prevent employees' turnover in order to provide reference for further recommendations.

Key Words: ERG theory, Grassroots employees, Motivation, Incentives

Date of Submission: 12-05-2022

Date of Acceptance: 27-05-2022

I. Introduction

Enterprises' human resources management is a key factor for the success of an enterprise^{1,2} and maximizing the value of employees is the goal of enterprises. The establishment of a reasonable incentive mechanism is to ensure that the value of employees is guaranteed to remain with the organization. In an environment of the rapid development of the Internet and e-commerce industry, the logistics service industry has also risen and developed rapidly³. The logistics service industry has become an indispensable part of today's social life, whether in life or production, and is closely related to courier services, according to the National Bureau of Statistics of China released in 2020 Statistical Bulletin on National Economic and Social Development⁴. The total business volume of the postal industry completed in 2020 reached 210.53 billion yuan, an increase of 29.7% compared with the previous year. The business volume of express services from 2016-2020 has been on an upward trend, including 83.36 billion pieces of express business, express business income of 879.5 billion yuan, an increase of 31.2% compared with 2019⁴ as shown in Figure 1.

With the rapid development of the express delivery industry, people's requirements for the timeliness of delivery and service quality of express service delivery are also increasing^{5,6} (Berry, Parasuraman, & Zeithaml, 1994; Ghobadian, Speller, & Jones, 1994), while the employees engaged in the courier industry are under great work pressure, low job satisfaction and low loyalty towards the company. Enterprises urgently need to adjust the company's incentive policies to improve the job satisfaction and loyalty of employees and reduce the turnover rate (hereinafter referred to as "Maonan Branch") for training. Human Resource Manager, Mr. Li, asserted very sincerely: "Last year, there was a serious brain drain, and the workload fell on a few people. The colleague sitting next to him, Mr. Chen, responded in a timid whisper, "The workload has increased, but the salary has not". Another colleague, Xu, continued without thinking, "Yes! I'm exhausted! I'm exhausted!". These instant responses were amazing! They sparked the author's interest in studying employees' motivation.

This study utilized Alderfer (1969)'s Existence(E), Relatedness(R), and Growth(G)⁷, ERG theory of satisfaction of needs and human desires as the basic framework to investigate the incentive mechanism, employee demand, and employee incentive satisfaction of grassroots employees working in SF Maonan Branch and analyze the current situation of the incentive mechanism in this case and put forward improvement measures for existing problems. and recommendations for reference by the division's business locations.

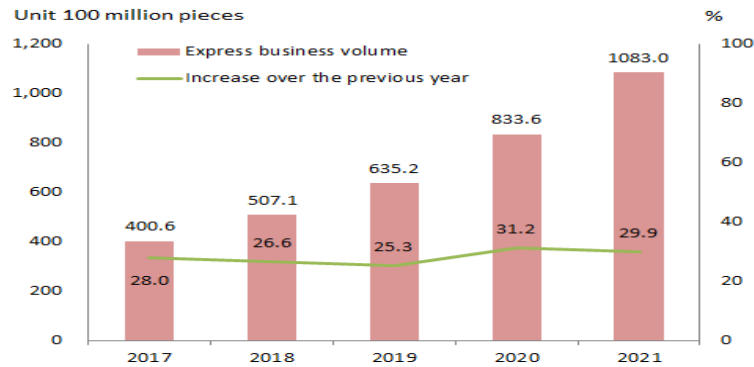


Figure 1: Express Business Volume and Growth Rate, 2016-2020
Source: China Statistical Yearbook 2020

II. Research Methods

One of the authors of this paper conducted direct and in-depth observational study during the working period in this case to obtain information about the motivation mechanism of the grassroots employees related to this study, and to record, compile and analyze the actual situation observed. The questionnaire is based on the ERG theory: E (Existence), R (Relatedness) and G (Growth) as exhibited in Figure 2. The primary data collection instrument for this study was a questionnaire survey, which included three major sections. The first section inquired about demographic information (five items) measuring gender, age, qualification, marital status, and length of service in the company. The second section contained nine constructs measuring Pay satisfaction (three items), Training satisfaction (three items), Staff training (six items), Training methods (eight items), Promotion system (three items), Desire for promotion (two items), Opportunities for promotion (two items), Lack of desire for promotion (eight items), and Welfare satisfaction (three items). The third section is composed of three main constructs of ERG theory as follows: Existence Needs (five items), Relatedness Needs (five items), and Growth Needs (five items).

Except for the variables of Staff training, Training methods, Promotion system, Desire for promotion, Opportunities for promotion, Lack of desire for promotion, all measurements in section 2 and Section 3 are based on 5-Likert scales questions that used a 5-point response scale as follows: 1. Very dissatisfied, 2. dissatisfied, 3. Neutral, 4. Satisfied, and 5. Very satisfied. In February 2022, 76 questionnaires were distributed to SF Maonan's branch employees, 76 were returned within 15 days, 76 were valid, and the return rate was 100%. The recovery rate and valid questionnaires were 100%. The questionnaire data was also collected and analyzed.

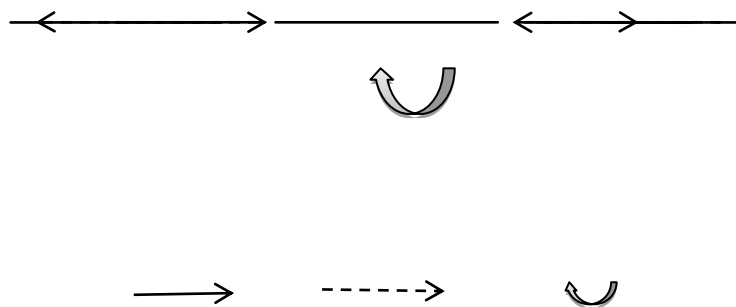


Figure 2: ERG theory

III. The Current State of Corporate and Grassroots Employees' Motivation

3.1 Company Profile

Zhongshan Shunfeng Express Co., Ltd (SF) . was established in 2005 with a capital of 21.46 million, covering six cities in Western Guangdong, including Zhongshan, Zhuhai, Jiangmen, Yangjiang, Zhanjiang and Maoming, with more than 200 business locations and nearly 10,000 employees⁸. The Maonan District of Maoming in this case is one of the 43 branches of SF Express in Western Guangdong. The Maonan Branch has two sales points, and the main positions in the sales points are the head of the department, the operations supervisor, the warehouse manager, the collector and dispatcher, the salesperson and the expressmen as the subjects of this research survey.

3.2 Current Status of Incentive Policy in the Maonan Branch

3.2.1 Remuneration: Remuneration is made up of posting + bonus + year-end bonus. The basic salary of the grassroots staff is calculated according to the amount of incoming and outgoing shipments of the staff, specifically the dispatching accrual and the incoming accrual, which are differentiated and customized according to the city and region, while the incoming plus express shipping costs vary from 1-3%, and new employees are entitled to wage subsidies for the first three months due to unfamiliar business skills, which are issued at a higher rate according to the staff's wage subsidies and accrual.

3.2.2 Staff Welfare

Activity expenses: In order to ensure the company team building, sports and recreational activities, the company will issue activity expenses of 20-30 RMB/month per person, depending on the city consumption level to assess the specific expenses.

Holiday benefits: Holiday benefits are granted during holidays in the form of holiday gifts and holiday bonuses to employees.

Peak benefits: The courier industry is divided into peak and off-season, and during the Double Eleven Shopping Festival, Double Twelve Shopping Festival and Chinese New Year homecoming, the number of couriers shows a significant increase⁹, and employees can apply for peak subsidy funding to prepare for the event.

3.2.3 Training Incentives

Training for new employees: To ensure that new employees are put to work as soon as possible, grassroots management will arrange one-to-one training, while focusing on the needs and growth of new employees¹⁰.

Daily training: Each business site has weekly and peak training, weekly meeting training/once; peak meeting has peak mobilization training, as well as stage of incentive policy and work deployment advocated by the district branch as shown in Table 1.

Table 1 : Staff Training Plan for January

668AE January 2022 Training Plan				
01.0 3	16:00-16:30	Reporting of damage specifications at the library end	Meeting Room	Branch Warehouse Clerk
01.0 5	20:00-21:00	Quality control and business process training		Township Agents
01.0 7	12:00 - 12:30 19:30 - 20:30 22:00-22:30	Salesperson service level improvement Damage control and prevention	Kutuan Office	668AE Salesman 668AE Morning Staff 668AE Evening Staff
01.1 0	16:00-16:30	Analysis of weaknesses in the assessment of library end indicators		Branch Warehouse Clerk
01.1 4	19:30 - 20:30 22:00-22:30	Business Process Training	Meeting Room	668AE Morning Staff 668AE Evening Staff
01.1 7	16:00-16:30	Notes on library end operations		Branch Warehouse Clerk
01.2 1	19:30 - 20:30			668AE Morning Staff
01.2 1	22:00-22:30	Operational control and prevention, safe working		668AE Evening Staff

3.2.4 Promotion System

Employees sign up for promotion interviews in March, June and September every year, and those who pass the interview enter the company's talent database and arrange for the enterprise reserve employees to leave their positions, arrange for the management staff to act as mentors to teach and train, and learn the job content of the person in charge of the business point after leaving the job. After 3-4 months, the person in charge of the business will be recruited for the job. If the job is successful, the employee will be promoted to the management level. During the promotion process, grassroots employees will be provided with training mentors, guaranteed wages, accommodation subsidies and other benefits.

IV. Questionnaire Survey Results

4.1 Reliability and Validity Testing

4.1.1 Reliability Testing

The satisfaction-based incentive data of employees were analyzed using Cronbach's Coefficient α to test consistency of the scale items using reliability test of the measurement tool. The Cronbach's α value was 0.963 indicating that the internal reliability coefficient (Cronbach's alpha) was relatively good as displayed in Table 2.

Table 2 The Cronbach's Coefficient

Cronbach's α	Standardizing Cronbach's α	No of terms	Sample
0.963	0.963	26	76

4.1.2 Validity Test

In this study, the validity test was performed using Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity to determine whether the scale meets the validity requirements. KMO value was 0.82, indicating sufficient items for each factor and the Bartlett spherical value is significant with a p-value 0.000***, suggesting there is a substantial correlation in the data as displayed in Table 3.

Table 3: KMO and Bartlett test

KMO and Bartlett test			
KMO value		0.820	
A square		2351.433	
Bartlett test	df	325.000	
		p	0.000***

4.2 Sample Analysis

The results of the questionnaire survey and the combination of the author's observational study in the company have led to the following characteristics as shown in Table 4.

4.2.1 Large Proportion of Male Employees

The results of the questionnaire survey show that 81.57% of male employees and 11.43% of female employees, most of whom are salespersons and warehouse clerks. The gender gap affects the degree of satisfaction of employees on the job.

4.2.2 Concentration of Academic Qualifications

The education level of the major employees is high school or junior college, accounting for 77.63% of the sample, which is related to the company's recruitment conditions, the company's recruitment of collectors and dispatchers in high school (junior college) and above, and the second is college education. Most of them are working in warehouse, compared to other logistics companies with higher qualifications.

4.2.3 Large Proportion of Married Employees

The results show that 69.74% of the employees surveyed are married and 30.36% are unmarried. It is observed that marital status affects employees' willingness to be promoted, and ensures job stability, etc.¹¹. Marital status also reflects the age of employees to a certain extent. The majority of the employees (72.37%) belong to the age group ranging between 26-45 years old, and employees in this age group generally with families are the economic pillars of their families, which have certain benefits to the stability of the company's employees.

Table 4: Analysis of Demographic Information from Respondents

Survey Information	Items	Sample	%
Gender	Male	62	81.57%
	Female	14	18.43%
Age	18-25 years	17	22.37%
	26-35 years old	28	36.84%
	36-45 years	27	35.53%
	Over 46 years old	4	5.26%
	Lower secondary and below	3	3.95%
Academic qualifications	High school or secondary school	59	77.63%
	Tertiary	14	18.42%
	Undergraduate and upper	0	0%
Marital Status	Married	53	69.74%
	Unmarried	23	30.26%
Length of service	1 year and below	15	19.74%
	1-3 years	37	48.68%
	4-6 years	14	18.42%
	More than 7 years	10	13.16%

4.3 Incentive Satisfaction Analysis

The incentive satisfaction survey was divided into four dimensions: Pay structure (PI), Training system (TI), Promotion system (PrI) and Employee benefits (EB). The scores were calculated based on the questionnaire data as exhibited in Table 5. The company's incentive mechanism through the weighted average satisfaction is 3.7, where the highest employee satisfaction is the (PrI) 3.75, (TI) 3.72, while the lower satisfaction was (PI) 3.67 and (EB) 3.67.

Table 5: Incentive Satisfaction Analysis

Dimensionality	Part II		Very disagree	Disagree	Neutral	Agree	Very agree
(PI) 3.67	6	Q1	1.28%	6.41%	35.90%	33.33%	23.08%
		Q2	1.28%	10.26%	43.59%	29.49%	15.38%
		Q3	1.28%	8.97%	30.77%	38.46%	20.51%
(TI) 3.72	7	Q4	1.28%	6.41%	33.33%	35.9%	23.08%
		Q5	1.28%	8.97%	39.74%	26.92%	23.08%
		Q6	1.28%	6.41%	41.03%	25.64%	25.64%
(PrI) 3.75	10	Q7	2.56%	5.13%	37.18%	32.05%	23.08%
		Q8	1.28%	6.41%	34.62%	37.18%	20.51%
		Q9	2.56%	5.13%	32.05%	38.46%	21.79%
(EB) 3.67	14	Q10	1.28%	11.54%	30.77%	34.62%	21.79%
		Q11	2.56%	7.69%	32.05%	37.18%	20.51%
		Q12	2.56%	7.69%	38.46%	32.05%	19.23%
Total average				3.7			
PS	See Appendix Part II						

4.3.1 Pay Incentive Analysis

Employees are more satisfied with their company's wage level¹², as it reported the highest discretionary accruals in the domestic express industry, 56.41% of employees are satisfied with their wages, 7.69% of employees are dissatisfied. Among the least satisfied employees with their current salary level in the salary incentive, of which 11.54% are dissatisfied with their salary, resulting in low satisfaction related to the operation of employees. The area is located in a residential one, remote old city, difficult to operate, consumes long time, customers demand high quality of service. For the service skills of unskilled employees, it is easy to produce customer complaints resulting in low performance of employees. Employees are more satisfied with the salary confidentiality system¹³, with 58.97% of employees feeling satisfied that the company prohibits employees from talking about their salaries and keeps their salaries confidential, reducing the perception of unfairness among employees and ensuring staff stability, while it can prevent employees from comparing with each other and generating a negative attitude of slacking off as shown in Table 5.

4.3.2 Analysis of Training Incentives

Employees are more satisfied with the frequency of training organized by the company. The company's training meetings are organized 3-4 times per month for each employee, the meetings are mainly for staff operational weaknesses in training, as well as advocating the organization's work deployment and plans to implement specific measures. Employees' satisfaction with the company's training content is relatively average at 39.74%, while those who are dissatisfied account for 10.25%, slightly higher than the frequency and effectiveness of training.

Employees are more generally satisfied with the effectiveness and format of the company's training, accounting for 41.03%, while the percentage of dissatisfaction is slightly higher than the frequency of training. For training incentives, please refer to Table 5.

4.3.3 Analysis of Promotion Incentives

For promotion incentives shown in Table 5, 2.56% of the employees are very dissatisfied with their current positions, 5.13% are dissatisfied, and this part of the employees are prone to the risk of turnover, while the percentage of "average" satisfaction with the positions is 37.18%, indicating that the employees are less satisfied with their current positions; they are more satisfied with the company's promotion pipeline and promotion fairness. The percentage of satisfied and very satisfied employees is over 58%.

4.3.4 Analysis of Employee Benefits

The low level of satisfaction with employee welfare incentives is the social security system, with 1.28% of employees very dissatisfied and 11.54% dissatisfied, while employees' satisfaction with holiday benefits is relatively high, with 57.69% satisfied and very satisfied, indicating that the company attaches importance to employee care during holidays. The highest percentage of satisfaction with the company's organized staff activities is general. It reached 38.46%, which shows that the employee activities organized by the company need to actively seek the opinions and suggestions of employees and meet their needs as shown in **Error!**

Reference source not found.4.4 Problems with Employee Incentive Policies

4.4.1 Single Form of Training

According to the results of the questionnaire survey (see Appendix Part II, 8), employees believe that the company's training methods are mainly online learning accounting for 88.16% and lecture method accounting for 80.26% (Figure 3), indicating that the company's training form is relatively single, the training process is boring, employees are not satisfied with the training content and the training effect, employees not only fail to learn new knowledge, but also not much help to improve the overall quality.

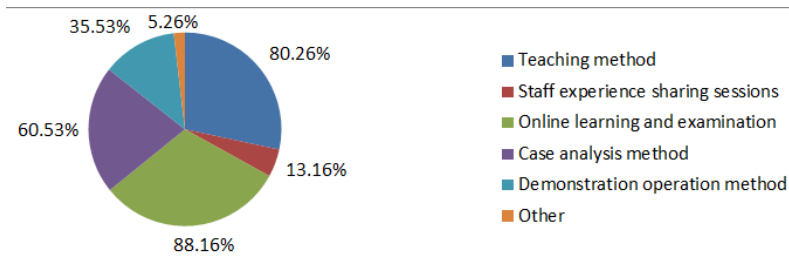


Figure 3: Percentage of Training Methods

In the survey of employees' preferred training methods (see Appendix PII, 9), the results show that 78.21% of employees choose experience-sharing sessions, 61.54% of employees choose the demonstration of practical methods, the exchange of experience between employees allows employees to learn and learn from each other in the same field, discover problems at all levels and the solutions for others, but also strengthen the communication between employees and enhance feelings. Lecture method is the most common method in training, and managers can enrich the training content to attract the interest of employees as displayed in Figure 4.

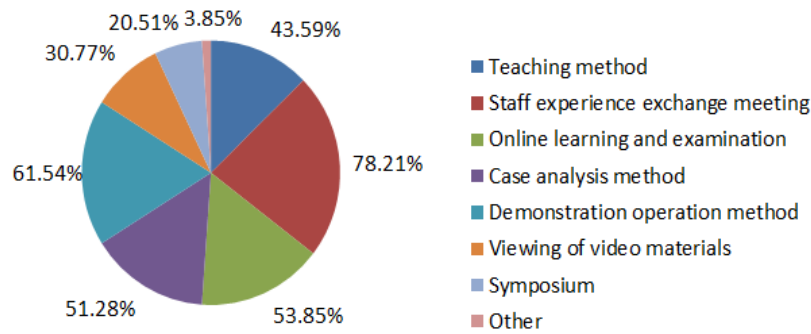


Figure 4: Training Formats Preferred by Employees

4.4.2 Low Willingness of Employees to Be Promoted

The willingness of grassroots employees in the questionnaire survey (see Appendix Part II, 11,12) to be promoted is relatively low, with 39.74% of employees having the will to be promoted and 60.26% of employees having no will to be promoted, while 87.23% of employees who choose to have the will to be promoted believe that the company provides sufficient promotion opportunities and promotion guarantees for them as shown in Figure 5.

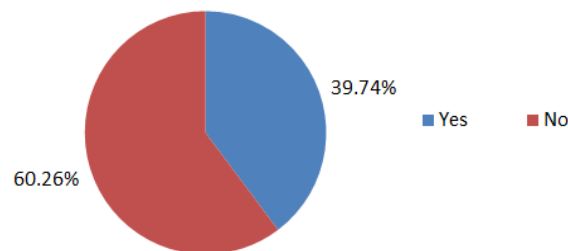


Figure 5: Staff Willingness to Be Promoted

The main factors affecting employees' willingness to be promoted are limited ability and family stability (see Appendix Part II,13), accounting for 51.61% and 45.16% respectively, while those who are not willing to be promoted due to the lack of attention from leaders and the company's promotion pipeline account for less. This indicates that the company provides a good promotion mechanism for employees, but some employees are not willing to be promoted due to subjective reasons as shown in Figure 6.

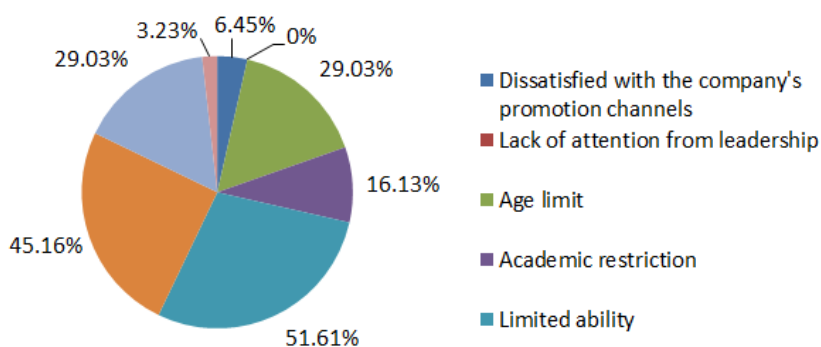


Figure 6: Factors Affecting Employees' Willingness to Be Promoted

4.5 Employees' Needs Survey Results

4.5.1 Unmet Existence Needs

The questionnaire was designed to analyze employees' existence needs (in Q13, Q14, Q15, Q16, & Q17) five aspects respectively: income and consumption level, matching work intensity with income, working environment, working hours and monthly shift system. The results show that 9.21% of the employees are dissatisfied with the working environment and matching work intensity with income, 10.53% are dissatisfied with working hours, while 13.16% are dissatisfied with the current income and consumption levels, which is a stronger demand in this area than in other areas. Satisfaction with monthly rotations is more polarized than in other areas, with 51.32% of employees satisfied but 19.74% dissatisfied as shown in Table 6 (E).

Factors affecting employee monthly breaks include the unreasonable composition of regional groups, the shortage of staff within the group, the lack of mobility personnel and the excessive monthly rest of the mobile personnel would cause dissatisfaction among the members of the regional group. Being unable to meet the survival needs of employees, the business point is more bipolar. Owing to the lack of staff in individual regional teams and the replacement of the gap by mobile personnel, other members were unable to take turns.

4.5.2 Unmet Relatedness Needs

In order to understand the needs of employees' relationships with each other, this questionnaire was collected from the five items associated with Relatedness needs, including Q18, Q19, Q20, Q21, and Q22. The results show that the proportion of employees who are dissatisfied with communication between colleagues and accompanying relatives and friends is $\leq 6.58\%$, while dissatisfaction with work atmosphere and team building activities is relatively high, with the proportions of dissatisfaction being 17.11% and 11.84% respectively as displayed in Table 6 (R).

The factors that affect employees' dissatisfaction with the working atmosphere are the atmosphere within the regional group, the handover of work between positions, the workload, the negative incentives of managers, and the gender structure of employees. The proportion of male employees in the business site is large, and the working atmosphere is easy to be tense. The performance appraisal of the business site is assigned to each employee, and some employees will feel great pressure if they cannot complete it. In addition, the manager of the business site uses more negative incentives than positive incentives, which is easy to kill employee's enthusiasm at work.

4.5.3 Unmet Growth Needs

This questionnaire collects employees' growth and development needs from five items related to the construct of Growth Needs, including Q23, Q24, Q25, Q26, and Q27. The results show that the proportion of employees who are dissatisfied with colleagues' respect, leadership recognition and career development planning is all $\leq 6.58\%$. However, the proportion of dissatisfaction with customer respect reached 15.79% as displayed in Table 6 (G).

As a service industry, the express delivery services industry is customer-centric and aims at achieving customer needs. There are both subjective and objective reasons for some employees not being respected by customers. The subjective reasons are whether employees fully communicate with customers, whether their attitude is sincere and friendly. The objective reason is that some customers have low quality and malicious complaints.

Table 6: ERG Employees' Needs Survey Results

Dimensionality	Part III	Items	Very disagree	Disagree	Neutral	Agree	Very agree
(E) 3.48	15	Q13	5.26%	7.89%	39.47%	34.21%	13.16%
		Q14	2.63%	6.58%	38.16%	39.47%	13.16%
		Q15	3.95%	5.26%	35.53%	38.16%	17.11%
		Q16	2.63%	7.89%	42.11%	36.84%	10.53%
		Q17	6.58%	13.16%	28.95%	36.84%	14.47%
(R) 3.54	16	Q18	6.58%	10.53%	35.53%	34.21%	11.84%
		Q19	1.32%	3.95%	39.47%	36.84%	18.42%
		Q20	3.95%	7.89%	39.47%	36.84%	11.84%
		Q21	2.63%	3.95%	38.16%	35.53%	19.74%
		Q22	1.32%	5.26%	40.79%	34.21%	18.42%
(G) 3.62	17	Q23	5.26%	10.53%	39.47%	31.58%	13.16%
		Q24	2.63%	3.95%	38.16%	39.47%	15.79%
		Q25	1.32%	2.63%	34.21%	36.84%	25.00%
		Q26	2.63%	2.63%	36.84%	39.47%	18.42%
		Q27	1.32%	3.95%	38.16%	44.74%	11.84%
PS	See Appendix Part III						

V. Existing Optimization Problems

5.1 Satisfaction of Existence Needs

5.1.1 Reducing the Number of Low-Income Employees

There are many reasons that lead to low-income for employees. Managers need to pay attention to the management of low-income employees¹⁴. If they ignore the existence needs of these employees, it will cause higher staff turnover. The reasons for the low-income employees can be divided into subjective and objective reasons. The subjective reasons are the reasons of the employees themselves, unfamiliar with business skills, develop few customers, have not maintained and deeply cultivated customers, reduced work capacity, low resistance and other reasons lead to low-income employees. However, the objective factors lead to low-income employees mainly due to the difficulty of operating in the areas, the area is a remote old town, and there are few target customers. As a mobile person, there is no fixed area, so it is difficult to develop and maintain your own customers; new employees are still in the new job training stage. The off-season of the express delivery services industry proposes the following strategies:

Establishing Employees' Support Mechanisms: Provide assistance to employees with poor business skills and select employees with excellent regional business skills to be helped for one month. Excellent employees will receive corresponding material rewards and public praise¹⁵.

Re-assessing the Fit between Employees and their Jobs: Some employees may not be suitable for their current job responsibilities due to physical reasons or personal psychological reasons. Managers need to re-evaluate the employees to assess whether the employees are suitable for the job position and make appropriate job assignments¹⁶.

Low-Income Subsidies: Due to the low-income employees and objective reasons resulting in low-income employees, the company can provide low-income subsidies to employees according to the urban consumption level and employee income level. If the operating area is difficult, the firm can formulate a reasonable provision. If the operating area is an old town or remote areas, the employee can apply for remote areas special subsidies. As far as new employees are concerned, wage guarantees are provided in the first two months, and the guaranteed wages and salaries will be paid at a higher rate.

5.1.2 Guaranteeing the Operation of the Monthly Vacation Systems

The company has a complete monthly rotating shift system. Each regional team is equipped with a mobile worker, and there are employees who have zero monthly rest days. The common reasons are that the employees are unwilling to rest, and there are vacancies in the regional team which need to be filled urgently, otherwise everyone in the group would be unable to rest. The following are the proposed corresponding strategies:

Standardizing the Employees' Resignation Process: The resignation of employees will lead to vacancies, and they need to submit a resignation application one month in advance. Managers need to recruit and replenish personnel in a timely manner and prepare personnel reserves and new employees training before employee leaves, so as to ensure the normal operation of the monthly rotation of the regional team¹⁷.

Regulating Employees' Rotation: According to the company's regulations, employees take four days off each month. Managers need to guide group employees to arrange shifts reasonably and reduce the number of employees with zero monthly days off, which can not only ensure the normal rest of employees, but also protect the income of mobile personnel.

5.2 Relatedness Need Satisfaction

5.2.1 Creating a Good Working Atmosphere: A good working atmosphere can make employees concentrate on their work and love the organization and the team, but the working atmosphere of this business location is

poor, employees have a low sense of belonging and a low sense of happiness at work. In response to this phenomenon, the following suggestions are given:

Improving Communication between Different Positions: Managers regularly organize meetings with team leaders of different positions and regional team leaders to put forward the needs of different team leaders in their work and the work items that need to be coordinated and conduct in-depth communication. Empathy is needed between positions and intense conflicts should be minimized at work.

Optimizing the Gender Structure of Personnel: It is more common for grassroots employees in the express delivery industry to be male. Properly adjusting the gender ratio of employees is more conducive to creating a good working atmosphere. Salespersons can give priority to female employees. Among the candidates, women who meet the application requirements can be preferred, which can optimize the gender structure of the organization and make the working atmosphere more harmonious.

A Combination of Positive and Negative Incentives: For employees who are late and violate the company's rules and regulations, it is reasonable for managers to punish them, which can reduce the occurrence of employees' bad behavior, but the excessive application of negative incentives will lead to a tense and depressing working atmosphere, which is not conducive to employees' concentration on work. Managers need to use a combination of positive and negative incentives, punish and educate employees for bad behaviors, and pay attention to their performance later.

Transferring Personnel in Regional Teams: For the disharmony within the regional groups, the manager should first coordinate and communicate with the conflicting employees, but if it still cannot be resolved, the conflicts within the group can be eased and the work can be carried out normally through the exchange between the regional groups.

5.2.2 Organizing Team Building Activities

The company's team building activities can strengthen the communication between employees and make the organization more unified and cohesive. The reason why some employees are dissatisfied with the team building activities organized by the company is that they have no sense of participation. When organizing team building activities, it is necessary to take into account the morning shift and evening shift staff, and the participation of the evening shift staff cannot be ignored; when choosing the form of activity, the opinions of employees can be collected through questionnaires, and the time and location of the activity should be notified in place to encourage every employee to actively participate in the activities.

5.3 Satisfying Growth Needs

5.3.1 Improving the Training System

Enriching the Training Methods: The company's training method is relatively simple. The main training methods are lectures and online learning. Repeated use of this training method will make employees feel boring and affect the training effect. Favorite training methods are experience exchange meetings and demonstrations of practical operation. Experience exchange meetings can facilitate communication and learning among employees, and make employees feel realistic and not too far away from themselves, forming a learning and competition among employees.

Working Atmosphere: Compared with the teaching method and online learning method, the demonstration practice method can stimulate the senses of employees more intuitively, allowing employees to participate in the training interaction, express their opinions and innovative ideas, so as to achieve a good training effect. The company can try to carry out training in different training methods according to the actual situation and combined with the training content and check the training effect of employees at the end of the training to formulate training methods that are more suitable for employees.

Enriching Training Content: The company's training content needs to be relevant and comprehensive. Due to the differences between employees, each employee has his/her own strengths and weaknesses. As a manager, in the process of carrying out training, it is necessary to differentiate from person to person, teach students according to their aptitude, and formulate different training contents for different employees. Different training contents need to be formulated, which can not only save training costs, but also improve the effectiveness of training.

Paying More Attention to the Training Content: Due to the differences in employees' job skills, which are related to personal learning ability and work experience, managers need to identify the training needs of employees during the training process. Some employees of the company need to improve their business skills. Managers can formulate a cycle of business skills training for these employees. The training content should not only introduce the basic knowledge of the company's product types and business development tools, but also focus on training employees' business promotion skills, consumer identification and selection skills, and finally set business goals with employees and refine specific measures for business development, which can better achieve the training effectiveness¹⁸. This requires managers to pay more attention to the training content of employees.

Comprehensive Training Content: The main training content is aimed at the service level and business skills of employees, but as a manager, you not only need to improve the hard power of employees, but also need to cultivate the soft power of employees, improve their overall quality and comprehensive ability. In terms of training content, increase the training content such as employee mental health, time management methods, business development skills, etc. The frequency of these trainings can be less but setting these training contents can not only enrich the training contents without being boring, but also enrich employees' knowledge, skills and competencies, so that their theory and practice can be combined to continuously improve themselves.

5.3.2 Increasing Employees' Willingness to Be Promoted

Improving employees' willingness for promotion can not only stimulate employees' enthusiasm for work, improve work efficiency and work quality, but also improve employees' cultural identity and sense of belonging to the organization. The company's promotion system is relatively complete, which affects the promotion of employees in the company. The main reasons for willingness are limited ability and the pursuit of family stability. The promotion process of grassroots employees is as follows: dispatcher/warehouse clerk - head of reserve branch - assistant head of branch - head of branch, while in the position of assistant head of branch, it is necessary to leave the original business network and go to another business location for off-job learning. Employees will face changes in the city where they work. For employees who pursue family stability, their willingness to be promoted will be weakened comprehensive ability, clear the working scenarios and work requirements of grassroots positions, and at the same time have the ability of business development and quality management, some employees think that their ability is limited and irrelevant.

Differentiated Career Planning: Managers guide employees to improve their career plans and guide them to formulate reasonable career plans in a differentiated manner according to their needs. Some employees are willing to be promoted and have good overall quality^{19,20}. They can provide them with appropriate information on job opportunities to accumulate income. The experience of assigning positions and warehouse management positions to guide them to participate in the interview of the person in charge of the reserve network, which not only provides better development opportunities for employees²¹, but also reduces employees' turnover intention and increases the company's talent pool. For those who pursue job stability and family stability and are unwilling to leave their current work environment, managers can rotate jobs according to their wishes, thereby increasing employees' awareness and understanding of different positions and reducing staff turnover.

Advocating Corporate Promotion Mechanisms: The company's promotion mechanism and promotion guarantee measures are quite complete²², but the grassroots employees have relatively little understanding of the promotion mechanism. The company can provide employees with low-educational backgrounds with channels and opportunities to improve their education. After successfully entering the talent reserve pool, in order to ensure employees' promotion and competition, the company can provide with nearly 3-months of off-the-job experience layoffs and arranges a special business contact point or a higher-level manager as their mentor. Therefore, regarding the employees' promotion mechanisms and guarantee, managers need to strengthen publicity to ensure that employees are aware of the company's promotion system²³.

Optimizing Employees' Age Structure: The proportion of employees aged 18-25 in the company is relatively low, and the age group of employees who are willing to be promoted is mainly concentrated in this age group, mainly because most of these employees are family members and are willing to accept job changes. This will not only maintain the stability of this group of employees, but also create a positive and enthusiastic working atmosphere in the company²⁴.

VI. Conclusion

This paper uses questionnaire survey and observation methods to study the incentive mechanism of grass-roots employees in Maonan branch of Maoming and collects and organizes information on the company's incentive mechanism from four dimensions: salary, training, promotion, and employee benefits.

The findings showed that the Existence needs of grass-roots employees are urgent needs to be met, while employees have both Relatedness needs and Growth needs at the same time^{25,26}. Most of them have relatively weak growth and development needs, but some employees do have growth and development needs.

Finally, suggestions are made according to the needs of employees in order to meet the survival needs of employees, focus on low-income employees and employees with poor business skills to provide them with basic guarantees. To meet the needs of employees for Relatedness needs, managers need to guide employees to actively communicate, create a good working atmosphere through team building activities^{27,28}. To meet the Growth needs of employees, managers should pay attention to the employees' training system and provide employees with promotion opportunities and promotion guarantees^{29,30,31}. The proposed countermeasures and suggestions for corresponding improvement are conducive to promoting the express service industry for reference and inspiration.

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Appendix

Staff Motivation Questionnaire

Dear Ms. /Mr.:

Thank you for your busy schedule to participate in this questionnaire. This study is examining the issue of motivation of the company's grassroots staff. Please, fill in the questionnaire carefully according to your current situation. This questionnaire is anonymous, and the information is for data analysis only, we will keep all your information confidential. Thank you again for your participation in this questionnaire and good luck with your life and work!

Part I: Basic personal information

1. What is your gender?

Male Female

2. What is your age?

18-25 years old 26-35 years old 36-45 years old 46 years old and above

Part III: Investigating employee needs based on ERG motivation theory

15. Existence Needs

Items	Very disagree	Disagree	Neutral	Agree	Very agree
Q13 Does your current job income match your consumption level?					
Q14 Your work intensity matches your income					
Q15 Are you satisfied with your current working environment?					
Q16 Are you satisfied with the number of hours you work?					
Q17 Are you satisfied with the company's monthly rotation?					

16. Relatedness needs

Items	Very disagree	Disagree	Neutral	Agree	Very agree
Q18 Are you satisfied with the working atmosphere of the company?					
Q19 Colleagues take the initiative to help and advise when difficulties are encountered at work					
Q20 Organizing group activities can enhance your relationship with your colleagues					
Q21 Do you communicate well with your leaders and colleagues at work?					
Q22 Do you have time for family or friends outside of work?					

17. Growth Needs

Items	Very disagree	Disagree	Neutral	Agree	Very agree
Q23 The respect you receive from guests at work					
Q24 You are respected by your colleagues in the company					
Q25 Your ability to work is recognized by your leaders					
Q26 Do you communicate well with your leaders and colleagues at work?					
Q27 Does your company offer you any chance to develop your career?					

Dongping Y, et. al. "Strategies to Retain and Motivate Express Logistics Services' Employees: Examining the Case of SF in Maonan Branch of China." *IOSR Journal of Business and Management (IOSR-JBM)*, 24(05), 2022, pp. 32-44.