

Research on Problems of Salary Management in Company

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Abstract: This paper takes CQ company as a case for analysis. Based on the theoretical knowledge of compensation, this paper analyzes and studies the current situation of compensation management in CQ company, deeply excavates its fundamental problems, and puts forward targeted and effective countermeasures. Through this research, we hope to help the company attract and retain talent, motivate employees, improve employees' salary satisfaction and work enthusiasm, improve the salary management level of CQ company, alleviate the brain drain problem, and provide talent guarantee for CQ company to achieve its strategic objectives.

1. Introduction

Like other industries, public examination and training institutions have also encountered many management problems in the process of development, among which the biggest impact is salary management. Unreasonable salary management can easily lead to frequent turnover of employees [1]. Salary is the core issue that employees pay most attention to, and it is also an important standard for employees to measure the enterprise [2]. Therefore, if enterprises want to attract, retain and motivate excellent talents, they must make reasonable planning and management in terms of salary, and improve the talent competitiveness of enterprises through scientific and effective salary management [3]. This paper takes CQ company as a case for analysis. Based on the theoretical knowledge of compensation, this paper analyzes and studies the current situation of compensation management in CQ company, deeply excavates its fundamental problems, and puts forward targeted and effective countermeasures. Through this research, we hope to help the company attract and retain talent, motivate employees, improve employees' salary satisfaction and work enthusiasm, improve the salary management level of CQ company, alleviate the brain drain problem, and provide talent guarantee for CQ company to achieve its strategic objectives [4].

2. Salary Management Status of CQ Company

2.1. Current Status of CQ Company's Salary System

2.1.1. Salary Standard Status

The salary composition of CQ company mainly includes: basic salary, performance salary, subsidy, year-end bonus and welfare treatment.

(1) Basic salary

CQ company has formulated different standards of basic wages, including 3000 yuan / month for ordinary employees and 4000 yuan / month for supervisors; Teacher post: teaching assistant 3000 yuan / month, lecturer 4000 yuan / month, supervisor (concurrently lecturer) 5000 yuan / month; Sales post: 2000 yuan / month for ordinary employees and 3000 yuan / month for supervisors.

(2) Performance pay

The performance salary standard of CQ company is: 500 yuan / month for ordinary employees in administrative post and 1000 yuan / month for supervisors; 500 yuan / month for teaching assistant, 1000 yuan / month for lecturer and 1500 yuan / month for supervisor; The average employee of sales post is 2000 yuan / month and the supervisor is 2500 yuan / month. At the beginning of each month, the performance of employees in the previous month shall be assessed. Ordinary employees shall be assessed by the department head, and the department head shall be assessed by the direct director; Among them, the teacher post is assessed according to the teaching time and the sales post according to the enrollment quantity standard, and the administrative post has no specific assessment standard; The performance appraisal results of CQ company are divided into three grades: excellent, qualified and unqualified, and the corresponding performance salary coefficients are 1.2, 1.0 and 0.8.

(3) Subsidy

Full attendance award: 200 yuan / month. Full attendance can be paid every month. Business trip is counted as attendance, and absence and leave will not be paid;

Communication subsidy: 100 yuan / month, 200 yuan / month for sales staff;

Travel allowance: 150 yuan / day, accommodation fee shall not exceed 300 yuan / day;

Housing subsidy: 500 yuan / month, and the housing subsidy is only distributed to the heads of departments;

Class fee: 350 yuan / class hour, teaching assistant 200 yuan / class hour. One class hour is equal to 6 hours. However, there is a large difference in the teaching volume in the off-season and peak season. The teaching volume fluctuates between 0-30 class hours, and the average monthly teaching volume is 8-12 class hours.

2.1.2. Current Status of Salary Structure

The fixed salary of CQ company includes: basic salary, floating salary includes: performance salary, class hour fee, and subsidy salary includes: full attendance award, communication fee, travel expenses and housing subsidy. The fixed salary of ordinary employees in Administrative Posts accounts for 78.9% of the total salary, the floating salary accounts for 13.2% and the subsidy salary accounts for 7.9%; The fixed salary of executives in Administrative Posts accounts for 69%, the floating salary accounted for 17.2%, and the subsidy salary accounted for 13.8%. The fixed salary of ordinary employees in sales posts accounts for 41.7%, the floating salary accounts for 50%, and the subsidy salary accounts for 8.3%; the fixed salary of the sales supervisor accounted for 43.5%, the floating salary accounted for 43.5%, and the subsidy salary accounted for 13%. The fixed salary of teaching assistants accounted for 51.7%, the floating salary accounted for 43.1%, and the subsidy

salary accounted for 5.2%; The fixed salary of lecturers accounts for 45.5%, the floating salary accounts for 51.1%, and the subsidy salary accounts for 3.4%; The fixed salary of supervisors accounted for 46.3%, the floating salary accounted for 46.3%, and the subsidy salary accounted for 7.4%.

Through comparison, it is found that the salary structure of CQ company is more reasonable. The proportion of fixed salary of administrative post is relatively high, and the proportion of floating salaries is low. Administrative post belongs to logistics support department, which can not directly create income for the company, and the performance appraisal standard can not be quantified. However, fixed salary has certain security, and a high proportion can bring a sense of security to employees and increase their sense of belonging to the company. Therefore, the salary structure of administrative post in CQ company is more reasonable. The proportion of fixed salary for sales posts is slightly lower, the proportion of floating salary is slightly higher, and the salary structure is also relatively reasonable. Because the sales position is mainly responsible for the company's enrollment and market development, and directly create performance for the company, the performance appraisal standard can be quantified, and the performance is linked to the floating salary. Therefore, the proportion of floating salary for sales posts should be set higher. The proportion of fixed salary and floating salary of teachers' post is relatively reasonable. The work results of teachers' post are related to the business quality of the company, so the proportion of floating salary can not be too low. Teachers' post has high requirements for knowledge reserve, employees need to keep learning, and teaching is relatively hard. Therefore, the proportion of fixed salary can not be too low. It can be seen that the salary structure of teachers' post is relatively reasonable.

2.1.3. Current Salary Level

Through the analysis of the salary standards and data provided by the personnel department of CQ company, the average monthly salary of ordinary employees in administrative posts is between 3500-4150 yuan and that of supervisors is between 5600-6350 yuan; the monthly salary of teaching assistant is 5100-6550 yuan, that of lecturer is 7700-10050 yuan, and that of supervisor is 9600-12250 yuan; The monthly salary of ordinary employees in sales post is between 5000-5850 yuan and that of supervisors is between 7100-8050 yuan.

2.2. Problems in Salary Management of CQ Company

2.2.1. Unfair Salary Distribution

At present, the ranking of CQ company's post evaluation is based on the subjective evaluation of the person in charge of the company on the existing posts in the company. Although the relative value of each post to the company is considered, the factors such as function, work intensity, difficulty, working environment, work challenge and knowledge and skills required by the post are not quantified. Only through the subjective ranking of the person in charge of the company, there is no clear ranking basis and is not persuasive.

Most employees of CQ companies also think that the ranking of the company's post value is unreasonable. In the salary management satisfaction questionnaire, 74.07% of the employees chose not to agree with the company's post value evaluation standard and post value ranking. Moreover, this subjective ranking aggravates the unfairness of salary distribution. For example, the company classifies the department heads of administrative posts into the same level and implements the same salary standard.

Although they are all department heads, in fact, the post responsibilities of each department are

different, the work difficulty and intensity are also different, and the working conditions are also different. Therefore, these posts cannot be simply classified as posts of equal value and the unified salary can be implemented. In the long run, employees will feel unfair distribution, and then be disappointed with the company, reduce their sense of belonging and aggravate the brain drain.

2.2.2. Low Salary Level

Through the survey results and interviews of employee salary satisfaction of CQ companies, it is found that employees' satisfaction with the current salary level is not high. Some highly qualified employees believe that the salary level of CQ company is low compared with other companies in the same industry in this region. According to the investigation on the reasons for employee resignation provided by the personnel department, it is found that the low salary level is one of the main reasons for the resignation of CQ company's employees. In order to accurately measure the competitiveness of CQ company's salary in the same industry, with the help of the company's personnel department, the salary level of similar posts of training companies in this region of the industry was investigated. Compared with the salary level in the industry, the salary level of most posts in CQ company is between 25-50 in the industry. As a training company with a certain scale in the industry, CQ company's salary level is really low and does not have competitiveness. At present, there are few senior employees in CQ companies staff structure, most of whom are young employees and lecturers newly recruited by the company for training in recent two years. These people are not demanding for salary at present because they have just started working and have not rich work experience. Although they are aware of the low salary level of the company, they are less likely to leave temporarily due to the severe employment situation affected by the epidemic. But once these employees grow up, they will change jobs to companies with high salary competitiveness in the same industry and become competitors of the company. When recruiting new employees, the company needs to train them before taking the post. The labor union for training new employees increases the cost of human resources, and the teaching quality cannot be guaranteed, which will reduce the work efficiency to a certain extent, and then affect the development of the company, which is not conducive to the implementation of the enterprise strategic plan.

2.2.3. Single Form of Welfare Treatment

Although CQ company provides employees with basic salary and benefits, the form is single and the incentive effect is not obvious. According to the results of the questionnaire survey, employees' satisfaction with salary and welfare is not high, of which 9.26% think they are very satisfied, 11.11% think they are basically satisfied, 30.56% think they are average, 34.26% think they are not very satisfied and 14.81% think they are very dissatisfied.

Although CQ company pays endowment, medical, work-related injury, unemployment and maternity insurance for all employees, the payment standard is only in accordance with the minimum standard stipulated by law, and all employees pay according to the same standard regardless of the rank of the company's employees; And only providing housing subsidies for supervisors also aggravates the unfairness of salary management; The regulations on annual leave are also unreasonable. Both the company's management and ordinary employees have only five days of annual leave every year. These unreasonable regulations will make employees have a sense that there is no obvious difference in salary between supervisors and ordinary employees, so they lose their fighting spirit for promotion and virtually reduce their work enthusiasm.

For non economic compensation, the company only focuses on festivals, employee birthday benefits and annual leave. Lack of consideration of employees' personalized needs, such as

entertainment, learning, honor and other needs. At present, the welfare benefits of CQ companies can not play an incentive role. However, with the continuous development and growth of the company in the future, employees will become busier and busier. With the increase of workload, employees' expectations for welfare benefits will become higher and higher. If the company does not improve welfare benefits and distribute benefits fairly as soon as possible, employees' work enthusiasm will gradually decrease, produce more dissatisfaction, and then affect their work.

2.3. Causes of Problems in Salary Management of 3cq Company

2.3.1. Unscientific Ranking of Post Value

Salary distribution based on scientific post ranking can ensure the objectivity and fairness of salary distribution of most employees, and realize equal pay for equal work and distribution according to work. By analyzing the salary standard of CQ companies, it is found that the main reasons for the unfair salary distribution of CQ companies are: the current salary distribution is simply based on the position grade of employees and the subjective ranking of the value of each position by the person in charge of the company, which is highly subjective and lacks scientific basis. Even if employees have the same position level, their work scope and job responsibilities are different, and the value created is also different to the company. Salary cannot be distributed only according to the position level of employees; the ranking of the value of each position by the person in charge of the company is not scientific enough, because even the person in charge of the company does not have a comprehensive understanding of each position in the company. Only ranking according to the value of each position by the person in charge ignores the individual differences of employees, resulting in the low correlation between salary distribution and position value, resulting in the loss of core employees.

2.3.2. Lack of Inter Industry Salary Research

The salary standard of CQ company is formulated according to the post evaluation and with reference to the average salary level of local private enterprises. In the process of salary management, CQ company does not conduct in-depth market research on the same industry in the same region, and has less current salary information about other companies in the same industry. However, the profit of public examination and training institutions is large, and the average salary of employees in the whole industry is higher than the average salary level of local private enterprises, As a result, its current salary standard is not competitive compared with other enterprises with similar scale in the same region, which makes it difficult to attract excellent talents and retain the excellent employees trained by the company.

If CQ company wants to make a reasonable and competitive salary level decision, it must conduct market research on the salary level of other companies in the industry on the basis of combining the company's strategy and business objectives, master the salary level and salary structure and other information of other companies in the same industry as fully as possible, and then continuously adjust the salary level and salary structure based on its own salary payment ability and market salary survey data, Ensure that the salary management of CQ company is strategic and competitive. D

2.3.3. Ignoring the Individual Needs of Employees

Welfare treatment is one of the important tools for enterprises to attract and retain employees. It is not only economic needs to retain employees. After employees meet their economic needs, they will have psychological needs, such as respect needs, fairness needs, sense of belonging, etc.

various welfare plans can meet the personalized psychological needs of employees, help enterprises recruit excellent and high-quality employees and improve the loyalty of employed employees, It also helps to create a harmonious and friendly working atmosphere and build a unique corporate culture.

The current welfare treatment of CQ company is single and traditional, lacking flexibility and pertinence, and ignores the personalized needs of the company's employees. The needs of employees for welfare will vary due to different cultural levels and income levels. The current welfare treatment of CQ company is difficult to meet the diversified and personalized needs of employees for welfare, and does not play a positive role in attracting and retaining excellent employees.

2. Solutions to Salary Management Problems in 4cq Company

3.1. Scientific Evaluation of Posts and Fair Distribution of Remuneration

Carry out post value evaluation, establish the internal post value ranking standard of CQ company, and distribute salary according to the post value ranking, which will help CQ company's salary management scheme realize internal fairness, external fairness and employee personal value [5]. Therefore, it is necessary to re evaluate the post value of CQ company.

(1) There are four main methods of post value evaluation: Post ranking method, post classification method, factor comparison method and factor counting method. Among them, the element counting method has high accuracy, low subjective component and high reliability, which is conducive to employees' acceptance of the evaluation results. The evaluation results are also more accurate. It is the most widely used and scientific method in modern enterprises. Therefore, the factor counting method is selected to re evaluate the positions of CQ company.

(2) With the support of the person in charge of CQ company and the cooperation of the personnel department, CQ company established an evaluation team, selected the company's management and some ordinary employees, and hired external experts to participate to ensure the scientificity and fairness of the evaluation results. There are 15 members in the working group, including 3 senior managers, 7 middle managers, 3 employee representatives and 2 external experts.

3.2. Adjusting the Salary Level According to the Company's Strategy

CQ company is currently in the stage of continuous expansion and rapid development. Although it has a certain popularity in the industry, its strength can not be compared with the two oligarchs in the industry. In recent five years, CQ's strategic goal is to open direct branches in key prefecture level cities in Heilongjiang Province to further expand its market share [6]. CQ company's operating income in recent two years is considerable, but it needs funds to open branches. Therefore, CQ company needs to pay attention to controlling the salary management cost and adjust the salary level according to the employee's post contribution.

According to the recent strategic objectives and actual situation of CQ company, CQ company is suitable to adopt mixed salary strategy at this stage, and should formulate different salary level strategies according to the post value evaluation level of employees [7]. For ordinary positions with strong substitutability in CQ company, the lag or follow-up strategy is adopted, and the leading salary strategy is adopted for core positions and core managers.

3.3. Enriching the Forms of Welfare Treatment

Welfare is an important part of enterprise salary. It can not only attract, retain and motivate

employees, but also a symbol of enterprise normalization. Perfect welfare treatment can establish a good image for the enterprise. Therefore, CQ company should pay attention to the role of welfare. CQ company shall appropriately increase the payment base of employees' five insurances and pay provident fund for employees. CQ company is located in the provincial capital city [8]. The house price is relatively high, and most private enterprises in this region do not pay provident fund for employees. Paying provident fund for employees and increasing the payment base of five insurances can improve the external competitiveness of CQ company and help to attract and retain employees.

CQ company must combine economic salary and non economic salary in salary management to continuously meet the material and spiritual needs of employees and achieve the purpose of continuously motivating employees [9]. Because CQ company is a knowledge-based company, the knowledge level of employees is relatively high, and knowledge-based employees will pay more attention to the spiritual needs, such as the status, respect, honor, ability improvement and personal value realization of individuals in the company and society. Therefore, CQ company needs to add diversified non economic compensation and benefits to meet various spiritual needs of employees.

3. Conclusions

With the continuous development of the public examination education and training industry, the market is gradually saturated. If small and medium-sized public examination and training enterprises want to continue to grow, they must abandon traditional ideas and establish modern management ideas. In addition, we should rely on an excellent talent teams, and salary is the biggest chip to attract excellent talents. Scientific, reasonable, fair and effective salary management can help enterprises attract high-end talents, retain high-quality talents, motivate employees to improve their work enthusiasm, and provide a guarantee for enterprises to achieve strategic objectives [10]. Therefore, enterprises must pay attention to salary management and constantly improve their salary management ability.

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