



The Situation Analysis of Salary System Reform in Power Grid Enterprise

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Abstract. With the deepening reform of state-owned assets and state-owned enterprises and the in-depth implementation of “one body and four wings” development layout, the salary distribution is facing new challenges and opportunities. It is necessary for State Grid to further promote the reform of post-performance salary system and improve the salary distribution mechanism, so as to lay a solid foundation for State Grid to stimulate the vitality of the talent team and enhance market competitiveness. Based on the new situation of reform and development, such as the reform of state-owned assets and state-owned enterprises, “one body and four wings” development layout and the development trend of human resource management, this paper deeply analyzes the new requirements put forward by the internal and external situation for State Grid to deepen post-performance salary system reform.

Keywords: Broadband salary · Strategy · Salary system reform

1 Introduction

The reform of post-performance salary system is an important measure for State Grid to optimize salary distribution, deepen the reform of the three systems and improve the market-oriented operation mechanism in the new era. It is also the key for State Grid to thoroughly implement the spirit of the 20th Party Congress, implement the reform requirements of state-owned assets and state-owned enterprises, accelerate the landing of strategic objectives and fully stimulate the entrepreneurial vitality of employees. It is of great significance for State Grid to further promote the “one body and four wings” development layout and achieve high-quality development [1].

2 The Impact and Requirements of Common Prosperity

The principle of income distribution in Socialism with Chinese Characteristic’s market economy takes common prosperity as its essential attribute, which is an important part of China’s development goal of “better promoting people’s all-round development, social all-round progress and common prosperity for all people”. From the 19th National

Congress of the Communist Party of China to the 20th National Congress of the Communist Party of China, it is the historical intersection of the goal of “two hundred years” in China. The main problems facing China’s income distribution are that the income distribution structure is unreasonable and the income distribution gap is still large. The key is to optimize the income distribution structure, to improve the redistribution adjustment mechanism, to improve the income distribution system, and to solidly promote common prosperity. From the perspective of optimizing the income distribution of state-owned enterprises and promoting the value sharing of state-owned enterprises, it will have the following effects on the reform of post-performance salary system [2].

Firstly, the salary system of state-owned enterprises is required to be fairer. The common prosperity principle requires to gradually narrow the salary income gap in the industry, narrow the internal distribution gap in state-owned enterprises, control the salary increase of senior executives, increase the labor remuneration of workers, especially front-line workers, and increase the proportion of labor remuneration in the initial distribution.

Secondly, the common prosperity principle requires state-owned enterprise incentives to be more long-term oriented, to increase incentives for innovative exploration of strategic business layout, key scientific and technological research, national security and popularization of public services of state-owned enterprises. We will further implement incentive policies that are inclined to the front line of scientific research and service, and expand medium-and long-term incentives [3].

Thirdly, the allocation elements of state-owned enterprises is required to be more flexible. The primary distribution mechanism of labor, capital, technology, management and other factors participating in the distribution according to their contributions is gradually improved, and the mechanism of production factors contributing by market evaluation is fairer, which will create more relaxed conditions for state-owned enterprises to widely carry out mixed ownership reform, implement post dividends, equity incentives and other factors distribution mechanisms.

3 The Impact and Requirements of State-Owned Assets and State-Owned Enterprises Reform on the Reform of Salary System

Deepening the reform of personnel management system is an important content to improve the modern enterprise system of state-owned enterprises and an important measure to promote enterprises to improve quality and efficiency. The reform of personnel management system takes the reform of “three systems” as the top priority. The core of the three system reforms is to establish a mechanism in which cadres can be promoted and demoted, employees can be able to enter and exit, and income can be increased and decreased. The State-owned Assets Supervision and Administration Commission (SASAC) further promoted the reform of three systems within central enterprises, accelerated the establishment and improvement of market-oriented labor and employment and income distribution management mechanisms, and continuously enhanced the vitality

and competitiveness of enterprises. From the viewpoint of post-performance salary system reform, it is necessary to support the formation of a more substantial increase and decrease of income and form a more effective incentive distribution system [4].

Firstly, to strengthen labor cost management. According to the requirements of classified management, State Grid needs to pay attention to improving quality and efficiency, maximizing its own economic benefits and social benefits, so that employees' income can rise and fall, so as to achieve the basic goals of internal fairness, self-fairness and external fairness in salary management.

The second is to support and improve the enterprise salary management system. State Grid needs to improve the employee salary system that reflects the post value and performance orientation, design and carry out post value evaluation, optimize the salary structure, build a broadband salary system, and implement performance appraisal for all employees [5].

The third is to set a reasonable salary structure. State Grid and its secondary units need to reasonably divide the proportion of basic salary and performance salary according to the nature of business and post, and the proportion of performance salary of managers should be greater than the basic salary in principle, so as to better motivate employees to work.

The fourth is to increase incentives for key talents. State Grid should establish an incentive mechanism for key talents, scientific and technological innovation talents, high-skilled talents and talents who have made special contributions to the enterprise, define key talents, and conduct talent evaluation for key talents.

4 The Influence and Requirements of “One Body and Four Wings” Development Layout on Salary System Reform

Focusing on the development layout of “one industry is the mainstay, four wings are taking off together, and all factors exert their strength”, State Grid needs to focus on the requirements of continuously promoting the reform of “three systems”, deepen the post-performance salary system, realize “multi-level performance linkage in one post”, and effectively solve the problems of “doing more and doing less, doing well and doing badly”.

Firstly, salary system reform is required to support and upgrade the implementation of “one body and four wings” development layout. All business segments should focus on excellent performance management and benchmarking world-class management to enhance action deployment, focus on the construction of “five strong and three excellent” headquarters and headquarters of all units, consolidate and enhance the effect of “streamline administration, delegate power, strengthen regulation and improve services” reform, adhere to problem orientation, dynamically optimize and adjust the post setting of institutions, fully mobilize the subjective initiative of all levels, and enhance the organizational support and guarantee ability.

Secondly, salary system reform is required to support State Grid to establish and improve the dynamic mechanism of scientific and technological self-reliance. State Grid should focus on the implementation of the three-year action requirements of the national science and technology system reform, focus on improving the evaluation criteria and

assessment mechanism of scientific research personnel in the post-performance salary system reform, improve and perfect the assessment and reward mechanism based on performance, ability and contribution, stimulate the enthusiasm and initiative of the staff and workers, and effectively stimulate innovation and creativity.

Thirdly, salary system reform is required to focus on improving the salary tilt of key personnel in key areas. Facing the “Tenth Five-Year Plan” objectives and the requirements of “one body and four wings” development layout, State Grid needs to continuously strengthen its responsibility in the fields of power supply, scientific and technological innovation, energy conservation and environmental protection, focus on the incentive mechanism for grassroots personnel and core backbones, classify and optimize the salary ratio and adjustment range of personnel, implement diversified incentive mechanisms, and fully stimulate the initiative and creativity of innovation and development.

5 The Impact and Requirements of the Development Trend of Human Resources on Salary System Reform

Looking back at large enterprises at home and abroad, all of them have taken the route to start with the reform of human resource allocation, use and incentive, and accelerate the professional and digital transformation of human resource management in order to grasp the strategic initiative and seize the development opportunities in the globalization development. The new technology not only affects the employment scale and employment structure of enterprises, but also needs to adjust the performance salary management adaptively in order to smooth the impact brought by the structural adjustment of human resources [6].

Firstly, it should be fully understood about the core position of performance management in modern enterprise management. Large enterprises at home and abroad are exploring ways to change the function-oriented human resource management model, strengthen the precise supply, dynamic allocation and effective incentives of human resources, and provide personalized services for businesses to respond to the market more quickly. The reform of post-performance salary system needs to fully understand the core position of salary management and performance management in the current corporate management system. It is regarded as a key supporting system to adapt to the “streamline administration, delegate power, strengthen regulation and improve services” reform and “strategy + “ management and control mode reform, so as to stimulate the innovation and entrepreneurship momentum of all cadres and workers.

Secondly, the aim of salary system reform is to drive employees’ personal value pursuit into enterprise development and value realization. With the rapid development of digital economy, many large enterprises regard talent elements as the first resource, and pay more and more attention to integrating humanistic spirit, talent learning and life care into organizational management, such as personnel motivation and talent development. Under the new situation, post-performance salary system reform should fully grasp the new laws and characteristics of value creation, value sharing and value distribution of knowledge-based employees, organically link job design, job evaluation and employment, and pay cashing, and guide and support employees to improve their learning ability and contribution based on their posts.

The third is to accurately empower the reform of post-performance salary system with data intelligence and scientific management technology. At present, large enterprises at home and abroad generally apply real-time statistics, intelligent analysis and online monitoring technologies and tools to promote the specialization and digital transformation of human resource management based on internet plus technologies. State Grid needs to develop relevant forecasting, diagnosis and evaluation models and methods in combination with the specific needs of post-performance salary system reform, support professional management work, such as model construction, index calculation and diagnosis and evaluation in post design, salary calculation and reform evaluation, and improve the rationality, robustness and accuracy of system reform.

6 Conclusion

It is the general trend to further promote the reform of post-performance salary system, and it is also the inevitable choice for State Grid to meet the requirements of reform and development in the new period. Facing the principle of common prosperity, the reform of state-owned enterprises, the “one body and four wings” development layout and the development trend of human resources, the reform of post-performance salary system is not only the core content to continuously deepen the construction of salary distribution system and continuously promote the reform of “three systems”, but also the key measure to stimulate the endogenous motivation of employees and cultivate the lasting kinetic energy for high-quality development.

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