

The Questions and Solution Policies of Employees in Welfare Management in New Normal

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ABSTRACT. *Employee welfare management, as a key link in enterprise human resource management, plays an important role in attracting outstanding enterprise talents, stimulating employees' enthusiasm for work, building a positive corporate culture, and promoting the company's long-term development. However, at present, many enterprises in China have many problems in employee welfare management, which reduces the efficiency of human management and hinders the healthy and stable development of enterprises. Based on this, this paper is based on the current situation of employee welfare management under the new normal, and analyzes the dilemma and existing problems faced by enterprise employee welfare management. On this basis, try to explore solutions, and strive to promote the innovation and optimization of enterprise employee welfare management from the aspects of "perfect policy system, attach importance to planning and overall planning, highlight the incentive function, attach importance to employees' opinions, and innovate welfare forms".*

KEYWORDS: *New normal; Employee welfare management; Dilemma; problem; Strategy*

Good employee welfare management is the driving force for the development of enterprises. Bad employee welfare management is the resistance that restricts the development of enterprises. Therefore, based on the new normal of continuous development of market economy and continuous reform of enterprise operation mode, we should strengthen the research and exploration of enterprise employee welfare management, improve the competitiveness and influence of enterprises and promote the healthy, stable and rapid development of enterprises through innovation and optimization of employee welfare management system.

I. The dilemma faced by employee welfare management under the new normal

Under the new normal, employees' welfare management faces many difficulties, among which the representative ones are:

(1) Being bound by the planned economy

At present, although China's market economy has achieved remarkable results, but the planned economy's "remaining prestige" still exists. Some enterprises are still constrained by the ideas of "senior seniority" and "equal distribution of benefits" in employee welfare management. They cannot really play the role of employee welfare management and enhance employees' satisfaction and sense of accomplishment.

(2) Affected by fierce competition

With the increasingly fierce market competition, the road to survival and development is more tortuous and difficult. In this case, many companies have to reduce the cost of the business by reducing employee welfare. Indeed, this approach can alleviate the pressure on enterprises to a certain extent in the short term, but in the long run, it is tantamount to a "suicide" enterprise management model that "Kill the goose that lays the golden eggs."

(3) Restricted by management experience

Since the call of Prime Minister Keqiang Li in 2014 for "mass entrepreneurship and innovation", China's small and medium-sized enterprises have developed rapidly. However, these companies are not only "new born calves" in terms of marketing and technological innovation, but also lack experience in human resource management. At the same time, mature large state-owned enterprises are facing restructuring problems. In the field of employee welfare management, new experiences and new methods need to be explored. This means that China's large, medium and small enterprises lack practical experience in employee welfare management and face many difficulties.

2. The problem of employee welfare management under the new normal

The main problems in employee welfare management under the new normal are summarized as follows:

(1) Lack of rule awareness

In recent years, with the government's concern about workers' rights and the awakening of national legal awareness, most companies have been able to put basic statutory benefits in place. However, there are still some enterprises lacking the awareness of rules in employee welfare management, causing the following problems: First, there is a gray area. Some enterprises will take advantage of employees' weak psychology or legal blind spots, and "cut corners" such as delaying payment of insurance and shortening of annual leave in welfare management, which damages the interests of employees and reduces the credibility of enterprises. Second, ignore rules and regulations. In addition to statutory benefits, each enterprise also has its own welfare measures, including facility benefits, working hour benefits, auxiliary benefits, etc. However, many companies have arbitrary nature in employee welfare management, lack clear rules and regulations, and it is

difficult to guarantee the transparency and fairness of employee benefits.

(2) Lack of planning awareness

Scientific and reasonable employee welfare should be consistent with the development process of the enterprise, maintaining a certain degree of stability and evolving with the development of the enterprise. However, some enterprises, especially some emerging enterprises, in order to show strong humanistic care and development confidence in the early stage of business, ignore the real situation of enterprise operation and long-term planning of welfare projects, and “lavish” pay large amount of welfare to employees. There are two main adverse consequences: one is that employee welfare expenditure exceeds the operating cost budget of the enterprise, which brings potential crisis to the enterprise; Second, there is a lack of long-term planning for the welfare of employees, which leads to the trend of “high-driving but low-going” welfare treatment, raising the psychological expectation of employees, but it is difficult to meet this expectation in the follow-up work, which is easy to stimulate the dissatisfaction of employees.

(3) Lack of incentive awareness

The main manifestations of the lack of motivation awareness in enterprise employee welfare management are: First, the lack of ladder awareness. Within the enterprise, employees in different positions must have large differences in labor intensity, technical content, and contribution value. However, many enterprise human resource managers cannot make a step-by-step division of employee benefits based on these differences, which is obviously easy to cause mutual comparison between different positions, causing employee dissatisfaction; second, lack of awareness of difference. Within the enterprise, employees in the same position must have gaps in terms of professional level, employment attitude, and job performance. However, the human resource managers of many enterprises often “disregard” this gap and engage in “egalitarianism”, which impairs the enthusiasm of employees and reduces the incentive effect of employee welfare; Third, lack of sense of fairness. Technical backbone, labor model, sales elite and other excellent employees deserve more rewards and better treatment, but this does not mean that ordinary employees who are diligent and obscure in work are not worthy of attention and attention. In order to highlight the awards for outstanding employees, some companies completely ignored the welfare management for ordinary employees. However, after all, the outstanding employees in various fields are a minority, and the operation of the enterprise still requires the joint efforts of the vast majority of ordinary employees. Therefore, if the company exaggerates the ladder consciousness and the difference consciousness in the welfare management, and ignores the fairness consciousness, it is easy to make the ordinary employees lax, which is not conducive to the improvement of the efficiency of the enterprise.

(4) Lack of democratic awareness

Many enterprises' human resources departments lack democratic awareness when selecting welfare programs. They cannot widely listen to employees' opinions and suggestions, and deprive employees of the right to participate in the design and

implementation of welfare programs. As a result, the final benefits cannot meet the actual needs of employees. It has damaged the enthusiasm of employees.

(5) Lack of innovation awareness

Many companies have a one-sided and superficial understanding of employee benefits, and equate “welfare” with “substance”. In fact, in the era of knowledge economy, the connotation and extension of “welfare” have changed. If enterprises cannot keep pace with the development of the times and innovate the content and form of employee welfare management, they cannot keep pace with the times and meet the personalized needs of employees.

3. The strategy of employee welfare management optimization under the new normal

(1) Improve the policy system

Enterprises should make efforts from the following two aspects to achieve the standardization and institutionalization of employee welfare management under the new normal:

1) Improve the legal welfare system

Enterprises should improve the statutory system from both insurance and holidays: on the one hand, employees' pension, medical care, work injury, maternity, unemployment insurance and provident fund benefits can be paid in full and on time; On the other hand, employees can enjoy annual leave, wedding leave, holidays and other holiday benefits according to regulations.

2) Improve the corporate welfare system

Enterprises should formulate a scientific, reasonable and comprehensive corporate welfare system from the following aspects: First, formulate a facility welfare policy to incorporate employee benefits such as morning and evening shuttles, restaurants, dormitories, gymnasiums, reading rooms, etc. into the corporate management system, and specify these benefits to employees open time, conditions, procedures and other specific implementing measures, make the staff to be able to in accordance with the rules and regulations, fully enjoy the welfare benefits; Second, formulate the working hour welfare policy, according to the nature of the work of the enterprise and the specific needs of employees, formulate the leave conditions, salary and benefits of rotation leave, sick leave, maternity leave, paternity leave, milk leave and other working hour welfare; Third, formulate auxiliary welfare policies, formulate annual plans for employees' tourism, training, physical examination, cold and heat subsidy and other auxiliary benefits according to the operating conditions of the enterprise, and follow the rules.

(2) Attach importance to planning and coordination

Enterprises should make efforts from the following aspects to strengthen the overall planning of employee welfare management:

1) Control welfare costs

Employee welfare management does not exist in isolation, but has a close relationship with enterprise operation and economic load capacity. Therefore, every year, the enterprise should fully refer to the operation situation of the financial department, logistics department, sales department, production department and other departments, evaluate and budget the welfare cost of the enterprise, so as to formulate a thorough and scientific staff welfare management system and plan, achieve reasonable control of the welfare cost, and optimize the staff welfare management.

2) Strengthening welfare planning

Mature enterprise employee welfare management not only needs to think about problems from the perspective of human resource management, but also needs to examine problems from the perspective of sociology and psychology. Therefore, enterprises should adhere to the principle of “spiral rise” and use the theory of “welfare expectations” to formulate long-term welfare plans, make the enterprise to provide for the welfare of the staff present the trend of rising year by year, in this way, on the one hand, make the staff feel the trend of the development of the enterprise progresses day by day, the employees are full of confidence and enthusiasm to participate in the construction of the enterprise; On the other hand, employees will realize that their own development is closely related to the development of the enterprise, so as to improve employees' loyalty and satisfaction with the enterprise.

(3) Highlighting the incentive function

Enterprises should innovate and optimize employee welfare management from the following aspects, thus highlighting the incentive function of employee welfare management:

1) Design gradient welfare project

The enterprise human resources management department should integrate the overall situation of various departments and positions within the enterprise, set up a “baseline” for employee benefits, and set the “coefficient” of employee benefits. Therefore, under the adjustment of the “coefficient”, the welfare of employees in different departments and different positions is determined according to the work content and work achievements. In this way, the competent people can work more, work more and get more, so as to better stimulate the enthusiasm of employees at all positions, and improve employees' satisfaction and sense of achievement of their own jobs.

For example, an enterprise human resources management department can refer to the following table to design a “coefficient” of employee benefits in gradient benefits:

The “coefficient” of employee benefits in gradient benefits			
Labor intensity	Technical content	Contribution value	Special contribution
40%	20%	20%	20%

2) Designing differential welfare programs

Referring to the “gradient welfare project” design concept mentioned above, the enterprise human resources management department should set the “baseline” of each position according to the characteristics and needs of each position, and from the aspects of professional level, professional attitude, work performance, etc. , set the “coefficient” of employee welfare, so that under the adjustment of “coefficient”, Under the adjustment of “coefficient”, the gap in the welfare and benefits of employees in the same position can be widened, so that employees with excellent performance will receive the rewards they deserve and other employees can be encouraged to strengthen study, work hard and be aggressive.

For example, the human resource management department of an enterprise can refer to the following table to design the “coefficient” of employee benefits in differential benefits:

The “coefficient” of employee benefits in differential benefits			
Professional level	Work performance	Working attitude	Special contribution
30%	30%	20%	20%

3) Designing fair welfare program

The “fair welfare program” referred to here is the “baseline” mentioned above. In the process of enterprise development, the technical backbone, model workers, sales elites and other outstanding employees are the core competitiveness of the enterprise, but also the mainstay to promote the leap-forward development of the enterprise. However, the contributions and values of ordinary employees also need to be recognized and rewarded, so as to improve the cohesion and centripetal force of the whole enterprise and make all employees actively participate in the enterprise construction. This requires the enterprise human resources management department to rationally design the “fair welfare program”, comprehensively consider the contribution and value of employees in various departments and positions, and obtain an average value so that each employee's efforts are rewarded as they deserve. Thereby creating a corporate culture of unity, harmony and upwards, and promoting the stable and healthy development of the entire enterprise.

(4) Emphasizing employee opinions

“Employee Benefit Management”, as the name implies, the objects and subjects of management are employees. Therefore, the enterprise human resources management department should pay full attention to the opinions of the employees, and collect the ideas and needs of employees in the welfare treatment through the following ways, so as to improve and innovate the employee welfare management work:

1) Convene a democratic conference

When the employee welfare system and plan are formulated at the beginning of each year, the human resources department should collect employee representatives

from the finance department, sales department, production department, and logistics department to hold a democratic meeting to understand the actual needs and opinions of grassroots employees.

2) Conducting democratic research

At the beginning of each year, the human resources management department can also adopt online research or written research to collect opinions on the form and cycle of employee benefits.

3) Open feedback channels

Human resource management departments of enterprises can obtain feedback information of employees on welfare benefits by setting up “employee welfare suggestion box”, opening “employee welfare feedback mailbox”, and holding “employee welfare feedback meeting”, so as to provide reference basis for the optimization of employee welfare management.

(5) Innovating welfare forms

The employee welfare management under the new normal should keep pace with the development of the times, start from the actual needs of enterprise operation and personal development, and innovate the forms of welfare from the following aspects:

1) Add forms of training welfare

In the era of knowledge economy, the speed of knowledge and technological innovation is very fast. In this era, enterprises should fully consider the learning and development needs of employees, add training welfare forms, and meet the personalized welfare needs of employees through paid training, technical exchange and academic discussion.

2) Add entertainment welfare forms

With the continuous improvement of people's material conditions, the spiritual needs of employees are increasingly enhanced. In view of this situation, enterprises can add entertainment welfare forms such as group building, dinner party, travel, etc. , to enrich employees' spare time life and delight their body and mind, and form a friendly and harmonious corporate culture atmosphere.

3) Add forms of insurance welfare

In order to improve the living security level of employees, enhance their ability to withstand emergencies and cope with daily life pressure, enterprises can buy different kinds of insurance for employees, such as serious illness, transportation and education, so as to fully meet the needs of employees and improve their sense of trust and loyalty to the enterprise.

4) Add flexible forms of welfare

In order to meet the individual needs of employees, enterprises can add flexible forms of welfare, that is, at the same time introduce different types of welfare

options such as training, entertainment and insurance for employees to choose.

4. Conclusion

In summary, this paper is based on the current situation of employee welfare management under the new normal, and analyzes the dilemma and existing problems faced by employee welfare management of enterprises. On this basis, this paper tries to explore innovative approaches and optimization strategies of enterprise employee welfare management from the aspects of “perfecting policy system, attaching importance to planning and overall planning, highlighting incentive function, attaching importance to employee opinions, and innovating welfare forms”.

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