

# A Probe into the Working Encouragement System of Civil Servants

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**Abstract:** *In recent years, the Chinese government has intensified the implement of the “civil servants plan”, which can boost the efficiency of civil servants and motivate those who are willing to be, urging relevant department and administrative agencies to work their day and night to support this activity, which does matter the most in all walks of life, because civil servants represent the rising sun, which may give us hope, and make the whole country spring to life. Nowadays developments in so many fields proceed so fast, which may result in civil servants leaving their positions or doing something disconnected with the legal policies. These phenomenon becomes even worse, corruptions are everywhere without any supervision and management, and responsibilities are missing. Complaints are everywhere. How on earth to increase a sense of happiness and achievements of civil servants and how to retain those who just graduated from the universities hunting for opportunities serving in the local government are what academic researchers need to consider about. What kind of methods may motivate people to stay and which incentives may achieve the fullest potentials of the employees are what we need to figure out. This article reveals the theory of Two-factor incentive and Five stimulus to make further demonstration.*

**Keywords:** *Civil servants plan, Efficiency, Two-factor incentive and five stimulus*

## 1. Introduction

Nowadays, College students who are now working hard in academic field still need to think about how to prepare themselves better for the complex and uncertain world. Civil servants scheme is something that suits most people who are going to graduate one or two years later to close the graduation gap. Shouldering the task of building the new countryside so that everyone becomes part of the owner, everyone can get the sense of ownership. Besides, it also promotes the working efficiency for those who are already civil servants. Civil service known as the body of government officials who are employed in civil occupations are neither political nor judicial. In most countries the term refers to employees selected and promoted on the basis of a merit and seniority system, which may include examinations.

As to how to propel this plan, we are definitely moving forward to give more opportunities to these graduated students or who are not yet graduated, so that the booming industry of group of civil servants is not in the far future.

## 2. The effective incentives of the parallel system of posts and ranks of Civil servant

The organization provides grass-roots civil servants with the possibility of giving full play to their personal ability, realizing their ideal aspirations and personal growth, however they are restricted by various conditions", and "the needs of self-realization of grass-roots civil servants are more difficult." Realistically, soldiers who do not want to be generals are not aggressive soldiers. In the civil service, political status and job treatment are scarce rewards at the top level. Political status can help civil servants achieve social and personal aspirations, and work payment can provide support for the realization of their aspirations.

In order to get the reward, civil servants have to be promoted in their posts, but the promotion doesn't always work in that way, which makes promotion even harder for there are external situations and age limitation. The parallel system of civil servants' posts and ranks take some of them into

account. It does not weaken the incentive function of the posts, instead it stimulates the civil servants to realize their own needs by opening the door for a bright future, giving the grass-roots civil servants a way of "using carrots instead of sticks" to stimulate the enthusiasm of the grass-roots civil servants, at least seeing new possibilities in the environment of stagnant water. This pluralistic and philosophical thinking makes it possible for grass-roots civil servants to realize their own needs, and stimulates the entrepreneurship of grass-roots civil servants.

### ***2.1. Two-factor incentive***

Herzberg's incentive health care theory, also known as the two-factor theory, holds that the factors that arouse people's career motivation are health care factors and incentive factors, the former is the factors that lead to the degree of satisfaction, such as salary, welfare, interpersonal relationship, status, policy, work environment and so on. If these factors are not satisfied, they will cause dissatisfaction and make people unhappy. The latter refers to the factors that have an incentive effect on people, which is the reason why people feel much more happier, such as the significance of career, the shoulder of obligations and so on. These factors can not be satisfied, will not cause dissatisfaction, but if those are fulfilled, that will greatly stimulate people's enthusiasm and passion for work.

The opening of a new rank channel is more partial to health factors, because it provides salary increases, welfare benefits, political status in the organs and so on, while job channels are more inclined to incentive factors, because job promotion will lead to increased career recognition, work efficiency and responsibilities. The parallelism between posts and ranks is in fact a bottom line for grass-roots civil servants. Grass-roots civil servants who do not want to be promoted to the rank will retire at the rank of the mature department at worst, that is, to give civil servants the grass-roots level motivations to let them be at the level of the mature department.

### ***2.2. Five stimulus***

A survey suggests motivations are the main influence on employees' performance, activeness at work and tolerance of hardships. Reasons are obviously clear: The brains of Human beings are hard-wired to be active when there are stimulants. When it comes working, the first thing comes to your mind would be salaries and welfare, so the targeted requirements of employees would be adjusted within the needs. There are five stimulus as followed to demonstrate how they have an influence on the behavior of civil servants.

#### ***2.2.1. Salary***

Financial reimbursements absolutely works as long as the employee works harder, and there would be good salary and welfare floating onto the surface.

#### ***2.2.2. Working conditions***

Some college students village officials prefer better working conditions, which require a convenient traffic system around the workplace, shopping center nearby and interior working conditions including air conditioners, fans, cozy office atmosphere. No one would like to stay in a dingy, boring space for hours on end. No need to be fancy, but at least it has to be clean with good vibes. So it would be an urgent to set some of these equipment although there's a strategy newly launched during 2020 due to the covid-19, saying civil servants can work from home to achieve their fullest potentials. This application on public department can be a success for the reason that people can get good rest at home without the delay of any work.

#### ***2.2.3. Prioritize Work-Life balance***

Few incentives can compare with work-life balance culture at work. Although there are more devices and good atmosphere in the office, for civil servants who always run errands after phone calls, they may expect far beyond those—holidays, which may not be long, but it's a must. They are good servants, and they need to be a good son, husband and father as well. Only in this way, the power engine of the motivator will never die. They can create extra value when they are on vacation which may boost the increased productivity of the highest level. The time when they are out of the office indicates their productivity, and they will know how to get work done faster when they come back. Sometimes, it's better to hang loose, chill out and suck it up. Cheer up to both life and work!

#### **2.2.4. Promotions**

For promotion part, it's better to reward based on feedback. Don't expect a real quick promotion without any effort. Many students who graduated from their universities aiming higher for the position of civil servants, and they expect promotion happening right after their on-boarding, which is highly unrealistic. Some of them hungering for the position mainly because the stability of the job, instead of really enjoying in it and serving for local residents, which may take many problems to senior department. There can be a higher probability for them to do the job-hopping frequently, and this might be the biggest challenge for the whole industry. The unknown retention rate of employees and the limited training sources are not well equipped.

#### **2.2.5. Recognition-relating to work**

The recognition can be the satisfying fact for employees who already worked as public officials, plus that would be a sense of achievement for them to better implement the work effectively. Team spirits are always something that governments advocates, so only when people work together, can they achieve the potential and realize the goals of public management.

Except those four encouragements and inspirations for local college students civil servants, of course there are still some punishments need to be added into the list too. No punishments, no rules guaranteed. Besides punishments, there are merits respectively for those who perform well per year. For example, those who clocked in and clocked out on time almost every day, and seldom ask for leaving with a vague excuse can absolutely obtain a trophy reasoning the best employee that year, and get some coupons or vouchers for targeted shops. For those aged employee who dedicated all their life into the work can get a bunch of money each year. Punishments will fall onto those employees who destroy and break the rules and everything relating to policies, and it won't be far beyond mere that.

Besides, know what makes each employee tick and move forward: Ask what they do ab don't like work on, maybe you will find some of them are in the wrong position. Discern their goals and then invest in their professional growth. During one-on-one check-ins, listen to their ideas, because they're the best at what they do. Respect their personal schedules and non-work time, and don't ever pit their goals/timelines against each other.

Let them know that people and government trust them, so that civil servants will not let them down, which may give them a sense of identification from the job they do. If the employee couldn't feel the way that the atmosphere government created, then no one would be satisfied. You want them to create the biggest value for the big organization, but they couldn't get the same amount of value in it from the place where they come and go every day, the place they regard as home, that's unfair.

Emitting the signal of joy at workplace is extremely important, I mean who can resist enjoyment? Tell employees that their mental health does matter a lot by radiating positive stuff—working hard and playing hard. Although civil servants should be serious when it comes to tasks, it doesn't mean vigor doesn't exit, they can listen to music when they got depressed, and they can joke around if there are no urgent things.

Let's imagine what will happen if there are no such motivations or encouragements for civil servants or government officials: Probably no one would take their own obligation seriously, besides, no clear job responsibilities can be normal, which means if there are some residents ask for help about public functions, there would be no one available to rush, and the problems would be pending instead of being solving properly. No staff would clock-in to be on the position, so no one would answer questions when there's a need. No legal boundaries and responsibilities to be taken on. Therefore, all of these workflow would be totally a mess. Tax-evaders and rule-breaker would be everywhere, maybe including the official staffs. See, that's the differences. That's the needs to settle motivations relating to government officials down.

### **3. Suggestions for improving the parallel system of posts and grades of Civil servants**

After so many years of pilot work, some problems have been exposed in the parallel system of civil service posts and ranks. The following suggestions are made to improve the parallel system of posts and ranks of civil servants.

### ***3.1. Improve the assessment system for civil servants***

A scientific and perfect assessment system for civil servants can maximize the fairness of giving and obtaining. The basis of the parallel system of civil servants' posts and ranks is to determine their grades according to the moral and diligent performance of civil servants. In order to determine the level of civil servants accurately, it must be based on the scientific assessment, on which the fairness of the results can not be caused by the formalism of the assessment. Rank promotion can refer to the number of years of service, but it should be determined by the performance of the work. This good policy should not be used to the bad habits of civil servants, or else it finally becomes a worrisome situation. Civil servants are encouraged to serve the masses of the people for the purpose of thinking about what the people think and what the people are anxious about, down-to-earth and hard work, and can be rewarded because of their efforts. Only in this way can effective incentives be realized.

### ***3.2. Optimize the content of the assessment to ensure a comprehensive assessment***

In determining the salary level of civil servants, western countries will consider employee' work performance, responsibility, work experience, academic qualifications and other factors, we can refer to the assessment of civil servants for reference. From the work capabilities, work performance, post responsibility, seniority, academic qualifications and other aspects of the assessment, the grade and a variety of factors, rather than a single-length of service factor.

At present, broadband salary and achievement incentive have become plus points of civil servants. Optimizing the assessment content and establishing a diversified assessment content system are also helpful to the fairness, science and objectivity of the assessment results. We should follow this direction, attaching more importance to comprehensive performance, accurately grasping the shortcomings of the civil service system and constantly making improvement.

### ***3.3. Introduction of third-party evaluators to ensure fair assessment***

The assessment of civil servants is just an annual form of assessment, which is often formalized. What the governments really need to do is to evaluate assessments per year and make sure everything make sense to both employees and people.

## **4. Summary**

The organization provides the possibility for grass-roots civil servants by giving them chance to run their personal abilities, let out their ideal aspirations and personal growth, but these things can be constrained by various conditions, such as some grass-roots civil servants want to obtain more power and resources to help serve the wider masses of the people, but it is difficult to jump out of the limitations of their departments. There is a saying in the folk that "it is necessary to be lucky to be an official and to be rich". It is said that the promotion of civil servants requires a certain amount of luck. Obviously, it is difficult for grass-roots civil servants to realize themselves, and the parallel position and rank can better solve the problem of promotion of grass-roots civil servants.

### ***4.1. Uncertainty about the future of assessments***

Uncertainty about the future has not yet been met, grass-roots civil servants and the general public want to be cared for by each other, including friendship, love and affection. Because of their professional attributes, civil servants have their own "strength", higher degree of social recognition, emotional recognition is easier, the basic emotional needs can be met. However, the need for belongings including the recognition of class and party. Some grass-roots civil servants are lack of understanding, and they do not recognize their own ability and career development, therefore their belonging needs can not be fully met.

From the point of view of external respect, civil servants are the people who are the most close to the center of power because of the particularity of their occupation, and they can enter the ranks of civil servants merely by passing the examination and screening through thousands of troops. They also have their own outstanding points and can be respected by the society to a certain extent. The same is true of grass-roots civil servants, who are generally recognized and respected by the public. From the point of view of internal respect, self-esteem, confidence and achievement depend on their goals, mentality and

motivation, and the changes in their hearts are the most difficult to master, so the situation is more complex and difficult to identify.

Motivations to boost the productivity of employees are the main points in many field including governments and private sectors. For those who worry deeply about whether they could get a higher salary, welfare, working conditions, expected promotions and job satisfaction relating to recognition, they may consider these things as the priority. If in this case, then public organizations need to offer better atmosphere and conditions for those civil servants and those who are longing to be.

#### **4.2. Characteristics of grass-roots civil servants**

By analyzing the Characteristics of grass-roots civil servants at work, we can obtain the content of grass-roots civil servants in terms of pay. According to the four dimensions: risk responsibility, knowledge and skill complexity, effort level requirements and work-related characteristics, analyzing the relevant information of their positions lays a good foundation for the later analysis of whether their positions and remuneration match or not.

#### **4.3. Analysis of risk and responsibility of grass-roots civil servants**

In an organization, power and responsibility should be a corresponding relationship, as much power as there is, as much responsibility as possible. However, grass-roots civil servants have been facing unequal responsibilities and powers for a long time. The decision-making power of grass-roots civil servants is the smallest executive power, but they bear different degrees of responsibility, face all kinds of pressure within the people, society and system, or the direct responsibility of these issues.

Responsibilities are in accordance to more productivity. Actually, no matter a corporation or an organization, they do apply some sorts of methods to deal with the efficiency or productivity, and except the ways vary, there should be the similarity that we all concern or concentrate on, because managers all want the biggest potential of such big company, I mean who doesn't pursue that? Right? We live in a big world, and we may need outside stimulus sometimes at work or in other field, for example, if you don't wanna get something done quickly, you may regard your behavior as just an procrastination, however, with this type of view, we can jump to the conclusion that you are merely lack of motivation. If you really wanna something enough, you will go and get it, but if you don't, that's pretty much clear.

So when we are in a big group of a company, people surrounding you are a huge inspiration, while you don't, then you must not be the one that can get a kick out of the work. The ones who totally dedicate and enjoy in it may be the beneficiary. So for the College student Village official plan, they are the same thing. It's an urge for the government to work the problems out so that employees can totally dive into the work. The two confusing questions that were asked thousand times are what's the simplest and direct way to go through the plateau we've come cross? And what should we do to better serve people no matter what difficulty we've gone through?

Try to think about why do we need motivation-driven things? Why can't we do everything directly without asking why? Is it vital to ask for incentives? These are psychological questions. If you give monetary incentives to employees every time when they finish their work, there would be nothing to be unexpected for them next time, I mean motivations and incentives should be surprised and adventurous to them, or else they will not find it bright as they thought, which may dampens their inspirations at work. And there's one more thing—motivate individuals instead of the whole team, because it's better to make sure everyone obtains the same amount of care and let them know they deserve it.

Improving efficiency is just like putting a carrot down at the end of the stick, there got to be room to improve and bush off, then everyone can fit in. Civil servants are no difference to other employees, they are people. At least the organization shouldn't be somewhere to flee and hide, instead it's a place to be welcomed and warmhearted. Countermeasures and suggestions for improving the parallel system of posts and grades of Civil servants.

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