RESEARCH ON THE MOTIVATION ISSUES AND COUNTERMEASURES FOR XI’AN LIAN JIA REAL ESTATE SALES STAFF

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In recent years, with the increasingly fierce competition in the external market, Xi’an Lian Jia Real Estate Company has also suffered a significant blow, with a notable decline in business performance. To better stimulate the enthusiasm and creativity of employees and promote the healthy and stable development of the enterprise, this paper selects the marketing staff of Xi’an Lian Jia Real Estate Company as a case study for analysis. The paper proposes principles and objectives for optimizing the incentive mechanism for sales staff at Xi’an Lian Jia Real Estate Company and designs the following optimization schemes: enhancing employees' sense of honor, broadening the channels for staff promotion, rationalizing organizational performance settings, improving the incentive and remuneration systems, strengthening the reward and punishment mechanism for grassroots employees, adopting flexible welfare systems within the cost constraints, and enhancing the internal motivation of sales staff. To ensure the effective implementation of the sales staff incentive mechanism optimization scheme, this paper suggests the following measures: formulating a scientific execution plan for the scheme; creating a positive atmosphere that genuinely cares for the grassroots employees; and increasing investment in sales personnel by seriously listening to their opinions.

Keywords: Real Estate Company; sales staff; motivation mechanism; optimization; safeguard measures
Introduction

The Chinese government's supportive policies for small and medium-sized enterprises (SMEs) have fostered a conducive environment for their growth, leading to a surge in their numbers since the 21st century.

However, the real estate sector, particularly lucrative after 2003, has witnessed saturation due to increased competition as many enterprises pivoted into this industry. Compounded by familial management structures prevalent in most SMEs, characterized by subjective decision-making and inconsistent management practices, discontent among high-quality talent has escalated, resulting in significant turnover rates. In this context, incentive mechanisms for sales personnel in SMEs, particularly within the real estate sector, play a pivotal role.

This study focuses on addressing the deficiencies in existing incentive mechanisms within Xi'an Lian Jia Real Estate Company, aiming to enhance sales team stability, improve workforce quality, and align individual and organizational goals to achieve long-term strategic objectives. The theoretical significance lies in supplementing existing literature on sales personnel incentives, particularly within the unique dynamics of the real estate market, while the practical significance extends to boosting economic efficiency, talent retention, and strategic goal attainment within the company.

Objectives

In China, the development history of the real estate market is still very short. Due to the limitations of the development scale, traditional management mode, enterprise management philosophy, and other aspects, the talent allocation of enterprises does not meet the development needs of the enterprise, resulting in excessive mobility of employees and the enterprise's poor understanding of talents.

The ultimate goal of the company's operation is to achieve maximum economic benefits, but the management of most sales staff is not organized, even unreasonable, and lacks the attention and humanization they should have. In order to promote the healthy development of the real estate industry, it is necessary to conduct scientific and reasonable management of talents in the real estate industry.

Generally speaking, the selection, use, cultivation, and selection and use of talents, that is, human resource planning, recruitment, salary, training, and promotion, focus on the mutual influence between people and organizations so as to achieve the common development of the company and the individual.

Therefore, for the sales personnel, we should pay more attention to long-term training and retention. A sound incentive mechanism can provide a better platform for sales staff to develop, improve their sense of gain and happiness, thus enhancing their work enthusiasm and creativity, and also enable them to work more steadily. Promote the company's business development and improve the cohesion of the company.

Literature review

Current status of foreign research

Elton (1933) criticized the theory of "economic man" in the 1920s and 1930s and, on this basis, criticized the theory of "social man". The "social man" hypothesis states that
humans focus not only on monetary gains but also on social communication and respect. Managers should pay more attention to human needs and meet human needs, rather than just pay attention to money and relevant laws and regulations.

Later, the behaviorist scholar Indicated (1972) followed the view of the social human hypothesis and put forward content-based incentive theory, process incentive theory, and comprehensive incentive mode.

This paper studies the different needs of employees from three aspects of demand level theory, two-factor theory, and ERG theory to complete the required basic theory support.

Maslow (1962) puts forward the hierarchy of needs, which divides people's needs into physiological needs, security needs, social needs, respect for themselves, and recognition of themselves. In the two-factor theory proposed by Bassett-Jones & Lloyd (2005), the impact on people can be divided into two types: the "incentive effect" and the "health care effect".

Oban & Zdemir (2020) proposed the need hierarchy theory of ERG, which divides human needs into three categories: survival needs, relationship needs, and growth needs. According to the theory of achievement demand, the motivation of people's work mainly includes three types: achievement demand, power demand, and attribution demand.

Adams (1963) stated the core concept of process incentive theory is the close relationship between the characteristics and purposes of personal goals and personal performance. It consists of four parts: expectation theory, fair theory, goal-setting theory, and enhancement theory.

In the theory of expectation, Locke (2016) noted that the valence of the expectation and the target determines the strength of motivation. According to Dell (2000), in the research justice theory, the absolute compensation and relative compensation of employees are combined in their incentive degree.

Layraman (2022) proposed that the comprehensive incentive mode is a comprehensive incentive mode based on the Porter-Lawer (Potter Lauren) model and field dynamics theory. The Porter-Lawler model demonstrates a direct relationship between an individual's work performance and their ability to receive compensation. The "field dynamics theory" sees the needs of employees as a "magnetic field".

Since the 1990s, scholars have been discussing fully licensing relevant research, and this hotspot is still continuing.

Research state in China

Chinese scholars' research on employee incentive is still focused on the improvement of foreign theories, and the current research is still relatively simple, mainly from the perspective of employee needs and the discussion of incentive methods.

From the perspective of employee needs, it is necessary to think about the needs of employees and meet their needs so as to achieve the incentive effect of employees. Liao (2007) research shows that enterprises should start with the actual needs of employees when implementing the employee salary system. Starting from the actual needs of the enterprise, the enterprise staff considers the economic, social, cultural, and other aspects of the guarantee.

From the perspective of spiritual needs, Qi & Tianyuan (2008) have designed the incentive system to meet the high-level needs of employees, such as social communication, respect, and self-realization.
The discussion on the incentive environment is also about how to create an atmosphere that can influence people, inspire people, and inspire people's morale. A caring, warm, and pleasant working environment can help employees better integrate into the company's family, thus improving their happiness.

Shen (2018) believes that the happiness of employees can greatly improve individual performance, and a completely happy team will produce a wonderful chemistry among its members, which will greatly improve the performance of the whole team.

Incentive mode research, that is, to study the ways and ways to motivate. Zhang (2007), based on a large number of actual case studies, pointed out that, based on the basic situation in China, adopt a variety of assessment indicators, design reasonable performance management plans, and improve the existing company incentive system.

Sun (2022) pointed out that the current real estate marketing method is relatively backward, requires too much attention to development projects and ideas, should be market- and brand-oriented, build a new comprehensive marketing model, and encourage all staff to pay attention to the needs of the market and the brand to contribute to the long-term development of the company.

In our country, the incentive for real estate sales personnel has been discussed. Lu & Nie (2005) noted that despite the abundance of pertinent studies on marketing staff, the majority remain dispersed, lacking systematic discussion, and subject to certain limitations.

Zhang (2007) believes that the enterprise must rediagnose the relevant incentive factors of the sales staff and understand them seriously. Look for, learn, and master the ways to stimulate the enthusiasm and motivation of employees, enhance their loyalty, and formulate the marketing system applicable to each real estate company according to the actual situation.

According to Yuan & Fan (2003), the market economy dominates China's real estate market, which is an emerging industry that has developed alongside China's housing system reform and marketization. At this point, China's real estate industry has entered a fully market-oriented development stage.

Luo (2019) research shows that to promote the sale of houses, it is necessary to have a basic understanding of the sale of houses. Secondly, the sale of real estate involves a wide range of fields, including housing construction, equipment, environmental sanitation, etc. For safety and fire prevention, for a salesperson, it is impossible to communicate efficiently with customers, complete the final sales, and gain competitiveness in the sales force.

Du Xin and Xu Yanhui (2003) pointed out that in the current situation of increasingly fierce competition in the real estate industry, it is impossible for sales staff to face their projects every day, do a frog in a well, have a comprehensive grasp of the whole market, and analyze the competitive projects, so as to improve the competitiveness of sales staff.

Conceptual framework

Objectives of the survey

The purpose of this survey is to find out the incentive factors with a strong incentive effect for Lian Jia Real Estate Company through the questionnaire, dig out the main problems existing in the company's current incentive measures at the same time, and then discuss the countermeasures to solve these problems.
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Questionnaire content
The first part of the questionnaire is to understand the basic information of the applicants, including gender, age, highest education level, position series, working hours, and entry time in the company.

The second part of the questionnaire is to investigate the strength of the incentive effect of each incentive factor on sales employees and to find out the incentive factors of sales employees of Xi'an Lian Jia Real Estate Company.

Based on the background and development of Xi'an Lian Jia Real Estate Company and a large number of literature contents, 12 incentive factors were extracted: salary, welfare level, performance management, education training, development space, work responsibility, work achievement, work recognition, interpersonal relationships, working environment, commendation and reward, and management level.

For each incentive factor, the incentive strength of sales employees is quantified: no effect, weak effect, general effect, strong effect, and obvious effect are assigned to 1 point, 2 points, 3 points, 4 points, and 5 points. Ultimately, we arithmetically average the total score of each incentive factor. The higher the score is, the stronger the incentive effect on the sales staff of Xi'an Lian Jia Real Estate Company is.

The investigation of incentive factors for sales employees can help enterprises understand the following aspects:

Impact evaluation of personnel: Through the questionnaire survey, the company can better understand the effects of different types of marketing personnel in salary, benefits, promotion opportunities, team atmosphere, and other aspects.

Clarifying the impact of different types of motivation on enterprise performance is conducive to the formulation and adjustment of goals in enterprise performance management.

Employees need analysis: Through the questionnaire survey, various incentive factors needed by employees can be defined so as to formulate targeted incentive plans according to their personal characteristics. Encouraging employees depends not only on their salaries but also on their personal development, identity, and team spirit.

Guide strategic adjustment: The survey results can help enterprises understand whether the current incentive policies have the expected incentive effect on employees. On the basis of understanding employees' needs for incentive factors, enterprises can make corresponding adjustments to the needs of sales employees to improve the effectiveness and attractiveness of incentive programs.

Performance evaluation and incentive correlation: Investigation can help enterprises understand the recognition and perception of incentive factors by employees and then evaluate the correlation between incentive policies and the performance of sales employees.

Based on the survey results, enterprises can optimize the performance evaluation system to improve the recognition and motivation of sales employees.

Through the investigation of incentive factors on the incentive strength of sales employees, enterprises can better understand the needs of employees, formulate more targeted incentive policies, and improve the enthusiasm and motivation of employees so as to improve sales performance.
Methodology

This paper collected the domestic and foreign literature on the impact of incentive mechanisms on personnel performance through sorting, analysis, and a comprehensive understanding of enterprise sales staff performance status and feasibility management suggestions, and laid a solid theoretical foundation for the research of this paper.

Case analysis method

In the study, for a more thorough investigation of the Xi'an Lian Jia real estate company incentive mechanism, select Xi'an Lian Jia real estate company for the actual case through the company's sales staff for field investigation and investigation based on the employees' information feedback and summarize the chain home real estate company sales staff incentive mechanism is perfect and intrinsic causes, so as to be targeted governance improvement.

Questionnaire survey method

A questionnaire is a pre-prepared questionnaire that asks the person to respond accordingly so that credible data can be collected. In this paper, in the process of studying the performance of incentive mechanisms and Lian Jia real estate sales personnel, using the method of a questionnaire survey, through the questionnaire survey to understand the job satisfaction of Lian Jia real estate sales personnel, in order to reflect the internal drive of sales personnel and thus reflect the main problems in the management of sales personnel, and combining the social, enterprise, and sales personnel themselves to deeply analyze the main causes of these problems, to provide a practical investigation basis for governance countermeasures and feasibility Suggestions.

Results

In this survey, 75 questionnaires were issued. We finally recovered 69 valid questionnaires, with a total effective rate of 92%, after eliminating the invalid questionnaires and the leave of some employees.

The following are the statistical results and analysis of the basic information of the sales staff. We have organized the basic information of the 69 respondents. The specific data is shown in Tab. 1-3.

Conclusion

The lack of innovation power of cultural incentives leads to a lack of incentive effect for employees

1) The emphasis on form rather than substance failed to go deep into the spirit of enterprise.

Corporate culture can reflect the mission, vision, and values. The core concept of enterprise culture plays a guiding role in the operation and management of enterprises, helping enterprises to unify their thinking and clarify their goals. Xi'an Lian Jia Real Estate Lian Jia Company put forward the 16-character policy of enterprise purpose, namely,
"enterprise development, social responsibility, employee happiness, and customer satisfaction," which can be said to be the corporate mission of Xi'an Lian Jia Real Estate Company, but these 16 characters have not been really implemented today.

Table 1 - Basic information table of sales personnel
(make by the author)

<table>
<thead>
<tr>
<th>Fill in the project</th>
<th>feature</th>
<th>number of people</th>
<th>A percentage of the total population</th>
</tr>
</thead>
<tbody>
<tr>
<td>sex</td>
<td>man</td>
<td>42</td>
<td>60.87%</td>
</tr>
<tr>
<td></td>
<td>woman</td>
<td>27</td>
<td>39.13%</td>
</tr>
<tr>
<td>marital status</td>
<td>unmarried</td>
<td>30</td>
<td>43.48%</td>
</tr>
<tr>
<td></td>
<td>married</td>
<td>39</td>
<td>56.52%</td>
</tr>
<tr>
<td>age</td>
<td>18-23 Years old</td>
<td>5</td>
<td>7.24%</td>
</tr>
<tr>
<td></td>
<td>24-29 Years old</td>
<td>38</td>
<td>55.07%</td>
</tr>
<tr>
<td></td>
<td>30-39 Years old</td>
<td>23</td>
<td>33.34%</td>
</tr>
<tr>
<td></td>
<td>Age 40 and over</td>
<td>3</td>
<td>4.34%</td>
</tr>
<tr>
<td>record of formal schooling</td>
<td>bachelor or above degree</td>
<td>2</td>
<td>2.99%</td>
</tr>
<tr>
<td></td>
<td>undergraduate course</td>
<td>35</td>
<td>50.72%</td>
</tr>
<tr>
<td></td>
<td>Junior college or high school</td>
<td>32</td>
<td>46.38%</td>
</tr>
<tr>
<td></td>
<td>Junior college or below a senior high school</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>working life</td>
<td>Under 1 year</td>
<td>14</td>
<td>20.29%</td>
</tr>
<tr>
<td></td>
<td>1-3 Years</td>
<td>21</td>
<td>30.43%</td>
</tr>
<tr>
<td></td>
<td>4-7 Years</td>
<td>19</td>
<td>27.54%</td>
</tr>
<tr>
<td></td>
<td>More than 8 years</td>
<td>15</td>
<td>21.74%</td>
</tr>
</tbody>
</table>

Table 2 - Statistical table of incentive factor preferences of company sales employees
(make by the author)

<table>
<thead>
<tr>
<th>Incentive factors</th>
<th>Average</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary and salary</td>
<td>4.63</td>
<td>1</td>
</tr>
<tr>
<td>Level of management</td>
<td>4.41</td>
<td>2</td>
</tr>
<tr>
<td>Performance management</td>
<td>4.02</td>
<td>3</td>
</tr>
<tr>
<td>Development space</td>
<td>3.97</td>
<td>4</td>
</tr>
<tr>
<td>Work environment</td>
<td>3.93</td>
<td>5</td>
</tr>
<tr>
<td>Benefit level</td>
<td>3.89</td>
<td>6</td>
</tr>
<tr>
<td>Work achievement</td>
<td>3.71</td>
<td>7</td>
</tr>
<tr>
<td>Commendation and reward</td>
<td>3.51</td>
<td>8</td>
</tr>
<tr>
<td>Interpersonal relation</td>
<td>3.47</td>
<td>9</td>
</tr>
<tr>
<td>Work recognition</td>
<td>3.45</td>
<td>10</td>
</tr>
<tr>
<td>Work responsibility</td>
<td>3.39</td>
<td>11</td>
</tr>
<tr>
<td>Learning training</td>
<td>3.32</td>
<td>12</td>
</tr>
<tr>
<td>Amount to</td>
<td>3.81</td>
<td>/</td>
</tr>
</tbody>
</table>
Table 3 - Statistical table of satisfaction of Xi’an Lian Jia sales employees
(made by the author)

<table>
<thead>
<tr>
<th>Incentive way</th>
<th>average value</th>
<th>ranking</th>
<th>Evaluation interval</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Very dissatisfied</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>&lt;1.5</td>
</tr>
<tr>
<td>Autoexcitation</td>
<td>4.27</td>
<td>1</td>
<td>√</td>
</tr>
<tr>
<td>Growth incentive</td>
<td>4.11</td>
<td>2</td>
<td>√</td>
</tr>
<tr>
<td>Security incentives</td>
<td>3.85</td>
<td>3</td>
<td>√</td>
</tr>
<tr>
<td>Competition incentive</td>
<td>3.74</td>
<td>4</td>
<td>√</td>
</tr>
<tr>
<td>Achievement incentive</td>
<td>3.52</td>
<td>5</td>
<td>√</td>
</tr>
<tr>
<td>Honor incentive</td>
<td>3.48</td>
<td>6</td>
<td>√</td>
</tr>
<tr>
<td>Promotion incentive</td>
<td>3.33</td>
<td>7</td>
<td>√</td>
</tr>
<tr>
<td>Respect and incentive</td>
<td>3.18</td>
<td>8</td>
<td>√</td>
</tr>
<tr>
<td>Goal incentive</td>
<td>2.78</td>
<td>9</td>
<td>√</td>
</tr>
<tr>
<td>Compensation incentive</td>
<td>2.61</td>
<td>10</td>
<td>√</td>
</tr>
<tr>
<td>Cultural incentives</td>
<td>2.38</td>
<td>11</td>
<td>√</td>
</tr>
<tr>
<td>Care incentive</td>
<td>2.15</td>
<td>12</td>
<td>√</td>
</tr>
<tr>
<td>amount to</td>
<td>3.28</td>
<td>/</td>
<td></td>
</tr>
</tbody>
</table>

The reason is that the enterprise culture construction of Xi’an Lian Jia Real Estate Company focuses on form rather than substance and has not found a focus for culture, that is, management behavior. The purpose of the enterprise is always in the "slogan" stage; there is no corresponding management behavior; the enterprise management system and the code of employee behavior are still at the beginning of the enterprise, let alone the consistency of cultural concepts, strategic development, and management behavior.

2) The role of commendation and award is not obvious.

The commendation and reward for outstanding employees and other advanced figures is a way to set an example and encourage employees to work harder, and it is an effective form of enterprise culture construction. But the overall satisfaction of Xi’an Lian Jia Real Estate Company with the award was only 2.38 points. According to the company system, outstanding and commendation employees will be selected every two years using departmental recommendation and centralized selection.

The company will reward the outstanding employees with a cash reward of 1000 yuan, while the commendation employees will receive a cash reward of 600 yuan. The outstanding employees will also get an additional travel opportunity. Obviously, no matter the amount of bonus or the way of reward, it is far from meeting the needs of employees, let alone having an incentive effect.
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The purpose of commendation and reward for the annual advanced figures is not only to commend and reward the outstanding achievements of the advanced figures but also to stimulate all employees and mobilize the enthusiasm of the majority of employees through the typical examples of the advanced figures. At the same time, while making contributions to the development of the company, the employees themselves also realize their own value.

Xi'an Lian Jia Real Estate Company should do a good job of commendation and reward from many angles and better play the behavior-guiding role of commendation and incentive.

3) The performance management method leads to the failure of the target incentive.
   The backward concept of performance management
   Performance appraisal is one of the most effective tools to decompose a company's goals into each employee. At the same time, the assessment and evaluation can also help employees understand the gap between work performance and goals. Enterprises can improve their goals through performance appraisals and provide data support for the improvement of employees' personal abilities. Xi'an Lian Jia real estate company, however, did not set up an advanced performance management concept. Although they know the importance of performance management but do not really realize why enterprises need performance appraisal, Xi'an Lian Jia real estate company's backward performance management concept has become a "stumbling block" of performance appraisal. Performance management functionality and enthusiasm are difficult to play out. To eliminate the backward concept, change the punitive way of deducting points, take the reward as the starting point, and mobilize the enthusiasm of employees as the purpose, the performance appraisal can be really effective, and the business objectives of the enterprise can be achieved.

   The assessment criteria are mere formalities and do not match the strategic goals
   Xi'an Lian Jia Real Estate has designed the assessment and evaluation standards for sales positions, but the design is too procedural, the execution force is not strong, and the practicality is weaker. Firstly, when formulating evaluation standards for sales positions, Xi'an Lian Jia Real Estate Company often prioritizes short-term goals over long-term strategic goals.

   Lack of feedback and communication in the assessment process
   The core of performance management is to continuously improve the performance of the company, departments, and employees. Assessment, evaluation, rewards, and punishments are all ways of incentivizing, but the ultimate goal is to improve performance. However, Xi'an Lian Jia Real Estate Company lacks performance communication in the process of establishing targets in the company, and the indicators are determined by the heads of various departments led by the Human Resources Department. It is difficult for employees to get a sense of participation, and there will be resistance in their hearts. In the performance evaluation stage, it is only formally asked for the assessed person to sign and confirm the assessment results, but there is no procedure or system guarantee for the communication process, so that the employees' sense of participation, work enthusiasm, and satisfaction are not fully reflected.

   The application of the assessment results lacks an incentive effect
   The application status of performance appraisal results in Xi'an Lian Jia real estate enterprises is only used for the distribution of year-end bonuses and not in any other personnel decisions. As a result, on the one hand, the department head conducts the
assessment with the attitude of "not offending people" and often takes the method of "compromise" and "equal" score, resulting in the purpose of performance appraisal being greatly reduced. Moreover, Xi'an Lian Jia Real Estate Company lacks a transparent promotion mechanism and does not directly link the results of performance appraisal with the promotion of employees, which also reduces the expectation of employees on performance appraisal, and the assessment cannot play an incentive role. Finally, there is no obvious difference between the sales employees of Xi'an Lian Jia Real Estate Company in index design, assessment method, and reward intensity, and it cannot play an incentive role for sales employees.

**The lack of competitive compensation and benefits leads to the failure of high-value returns for sales employees**

Lack of external competitiveness in salary

It can be seen from the results of the questionnaire that the incentive preference for wages and salaries for sales employees reached 4.63 points, ranking first, indicating that sales employees have a higher demand for wages and salaries. However, the sales staff of Xi'an Lian Jia Real Estate Company has not reached the salary level matching their contribution, and the external competitiveness is low.

Due to their weak financial strength, private enterprises are often controlled by total compensation in terms of compensation payment, and employee compensation lacks competitiveness in the market. Xi'an Lian Jia Real Estate Company almost does not do salary surveys; the existing salary standard is determined by the main person in charge of the company, and the calculation of various salary items for employees lacks scientific basis and methods, which seriously hinders the improvement of employees' enthusiasm. Xi'an Lian Jia Real Estate Company has an increase of 300 yuan per person per month every year, but such a salary increase is not attractive for sales employees. Many employees mistakenly believe that this is a requirement imposed by the average level of society.

Unreasonable internal distribution of compensation

Private enterprises have struggled to reflect internal fairness in compensation. Salespeople tend to complain about why I pay less than him, why I do more and get less, and why I am better but paid less. Xi'an Lian Jia Real Estate Company also has this internal unfair compensation phenomenon. The main reason is that the problem of compensation concept is not solved when designing the compensation.

Xi'an Lian Jia Real Estate Company has the phenomenon of unclear responsibilities, a fixed salary, and an easy salary, and there is also a lack of scientific methods for the evaluation of job value. In addition, due to the opacity of the salary system, Xi'an Lian Jia Real Estate Company often has deviations in the salary transfer, which will lead to employees' complaints and dissatisfaction with the salary management procedures.

Although Xi'an Lian Jia Real Estate Company will hold employee transfers and salary adjustments from time to time, the staff scope and salary adjustment ratio are greatly uncertain according to different departments.

There is no open and transparent policy and no standardized and scientific salary management system, which cannot ensure its fairness, openness, and justice.
The compensation system is inflexible.
According to the analysis of the salary structure of Xi’an Lian Jia Real Estate Company, it is concluded that there are too few salary items linked to employee performance and enterprise benefits, and the performance level is not well related to the salary level, let alone play an effective incentive role. The assessment score of sales employees is only linked to the year-end bonus, but the specific implementation is proportional to the deduction, so often make this assessment float in the form.

For example, sales staff should get a year-end bonus of 20,000 yuan with an annual assessment average score of 90; the actual year-end bonus is 20,000 yuan multiplied by 0.9, namely 18,000 yuan. It is difficult for this assessment method to play its due incentive role.

The department heads often adopt "egalitarianism" to make the assessment scores converge. Such assessment results cannot truly reflect work ability and performance, so the incentive effect on sales employees is minimal, and even there will be dissatisfaction.

The welfare projects are not adequately planned.
Traditionally, we classify employee welfare as a health care factor, but in the current complex economic environment, we have adjusted and returned the total compensation to the employee. More and more surveys and studies have found that welfare can effectively improve employees' job satisfaction, enhance their sense of belonging, and improve their enthusiasm for work. The good use of welfare can effectively help enterprises attract employees and retain talent.

However, Xi’an Lian Jia's welfare policy has become one of the most serious incentive problems. Although Xi’an Lian Jia Real Estate Company provides employees with traditional welfare projects such as "five social insurance and one housing fund" and "car stickers," it does not design the company's welfare projects according to the different needs of employees, which makes the welfare projects less effective and targeted and has less incentive effect.

For example, sales employees are generally keen on medical insurance plans, physical examination plans, and other welfare projects, but they are not included in the welfare projects of Xi’an Lian Jia Real Estate Company.

The unsound promotion and employment mechanisms lead to the limited development of sales employees
Weak awareness of career development planning

When private enterprises reach a certain stage, they rely entirely on entrepreneurs' personal ability and experience to make decisions, which often leads to great randomness in the use and management of employees. Enterprises that pursue high performance must pay attention to the management of sales employees and know how to lay the way for the personal development of sales employees so that talents can apply their knowledge and abilities to the development of enterprises”.

Xi'an Lian Jia Real Estate Company was established for more than 20 years and has gradually developed into a private technology enterprise with an initial scale. With the expansion of the company, the improvement of sales revenue, and the expansion of the staff, the problem of internal management is increasingly emerging. The first is the problem of talent management.
The emphasis on recruitment and light training leads to the loss of promotion channels and opportunities for internal talents and the enthusiasm for work, and finally they have to leave. At the same time, internal talents will also resist the introduction of talents, do not support or cooperate with the work, and finally the new people are forced away.

Job promotion is difficult, and the development space is small
First, the promotion cycle is too long. Xi'an Lian Jia real estate company is high, most of the sales staff are the company's "veteran" figures, the turnover rate is low, and the company's status is unshakable. According to the job level chart, for example, a fresh graduate who entered the company in July 2015 was promoted in October 2015 to Grade 2 (sales team leader). After that, the development can only be free growth. If the supervisor recognizes the work performance and there is a vacancy, there is a possibility of promotion to sales supervisor or transfer to other management positions after 3 years, followed by a promotion to a higher level of sales director or department deputy after 2-3 years.

After the promotion, it is difficult to break through, unless there is a high vacancy, to have further promotion opportunities. In terms of the current talent situation at Xi'an Lian Jia Real Estate Company, there is a lack of a perfect talent selection and elimination mechanism, which means that the development space for sales employees is extremely limited, and it is relatively difficult for employees to get promoted.

However, according to the survey, sales personnel not only consider salary and treatment but also the personal development space in the enterprise, personal achievements, and the realization of self-value. Take part in the survey of sales staff. Most are employees under the age of 45; they have good professional skills and rich professional knowledge, and at the same time, they have certain experience. Their career is on the rise, so whether they can get job promotion and whether they have a good development space is particularly important for them.

Second is the lack of post-promotion evaluation standards. At present, Xi'an Lian Jia Real Estate Company is very arbitrary in its position promotion. Although the company has a position matrix map, the promotion evaluation criteria for each position are not clear. Judging from Figure 4.2, analyzing the development of sales positions, the development path of an employee engaged in sales is: sales specialist, sales leader, branch store manager, sales deputy director, and sales director. However, there is no evaluation system for the promotion of each position.

For example, there is no specific quantitative standard for the requirements of working years, work performance, and professional quality. The supervisor determines their eligibility for promotion and the timing of their advancement. The lack of evaluation criteria for promotion leads to some employees blindly following the trend to obtain external professional titles while ignoring the sales goals and actual needs.

A single career development channel
Promotion is one of the main ways for employees' careers to develop. Job promotion can tap the potential of sales employees and mobilize their enthusiasm and initiative.

But it is inevitable that the higher the position goes, the less the opportunity to get promoted, and the enthusiasm of the sales staff cannot be stimulated repeatedly.
RESEARCH ON THE MOTIVATION ISSUES

Recommendation

As one of the most important contents of human resource management, this paper provides corresponding solutions to the problems among the sales staff of Xi'an Lian Jia Real Estate Company. However, the beginning of this plan is only the beginning, and whether the goal can be achieved remains to be tested by more practical operations.

The incentive problem of sales staff in the company will also change constantly due to the adjustment of the company's development strategy, the improvement of management level, and the change in staff demand.

Therefore, the author will conduct an in-depth discussion on the issues related to the incentive of sales staff in order to gain something practical.

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*Paper submitted* 04 December 2023  
*Paper accepted for publishing* 22 January 2024  
*Paper revised* 16 February 2024  
*Paper published online* 30 March 2024