UDC 331.101.3

RESEARCH ON SALARY INCENTIVE OF MIDDLE MANAGERS IN ENTERORISE BASED ON PERFORMANCE EVALUATION

Wang Sijing
Scientific supervisor – PhD in Physics and Mathematics, associate professor Satikov I. A.
Belarusian National Technical University

Abstract. Corporate human resources management determines the operational efficiency of enterprises, with middle-level managers serving as crucial components that directly influence the effectiveness of human resource management. However, most Chinese enterprises currently face a shortage of middle-level managers, which severely hinders organizational development. The primary cause of this phenomenon lies in the inability of existing compensation packages to meet the demands of middle-level managers, directly leading to high turnover rates. Therefore, enterprises should implement performance evaluation-based compensation incentive systems for middle-level managers to attract and retain qualified personnel, thereby ensuring their continued contributions to organizational success. Only through such measures can enterprises effectively retain their mid-level management talent.

Keywords: China; Human Resources; Performance; Incentive; Management.

When formulating bonus systems, enterprises need to directly link performance to monetary rewards, using scientific evaluation standards to stimulate middle-level managers' work enthusiasm and effectively enhance overall corporate efficiency [1]. Middle-level managers generally possess high professional competence and autonomous awareness. Their compensation design should not only reflect position value differentials by reasonably widening salary gaps with regular employees, but also establish a flexible incentive system combining short-term performance bonuses, mid-term project dividends, and long-term equity incentives [3]. Simultaneously, attention should be paid to their career development needs. Through multiple approaches such as transparent promotion channels, decision-making participation rights, and improved training mechanisms, enterprises can achieve deep alignment between personal value recognition and organizational strategic goals while satisfying material returns, ultimately forming a virtuous cycle between talent motivation and corporate development [2, 3]. In enterprises, middle-level managers demonstrate superior work capabilities and higher confidence in problem-solving compared to regular employees, making them more likely to realize self-value and consequently pursue higher organizational authority. However, outstanding middle-level managers maintain rational judgment and control over high-salary pursuits.

Current Chinese enterprises generally face several institutional deficiencies in employee compensation distribution mechanisms. Specific manifestations include: First, incentive systems for middle management lack systematic design, with most enterprises adopting short-term performance-based floating bonus mechanisms. This evaluation orientation tends to induce excessive focus on short-term performance indicators while neglecting sustainable achievement of strategic goals. Second, prominent compensation structure imbalances exist, where base salary levels significantly deviate from position values in some enterprises, objectively fostering management fraud risks through gray income acquisition via positional advantages, leading to dual deficiencies in compensation fairness and incentive effectiveness. As the backbone of strategic implementation, the capability building and stability maintenance of middle management teams play crucial roles in organizational development. Enterprises urgently need to establish scientific human resource management systems, focusing on improving position value-based compensation systems and creating multidimensional performance evaluation mechanisms encompassing strategic contributions, team development, and innovation effectiveness. Simultaneously, they should open up career development channels to achieve precise matching between talent quality and position requirements through institutionalized value assessment and dynamic adjustment mechanisms. Only by establishing fair, reasonable, and incentive-compatible compensation management systems can enterprises effectively curb positional corruption, enhance core talent's organizational commitment, and provide sustained momentum for high-quality development.

Scientific performance management systems hold strategic value for enhancing organizational effectiveness of middle management teams. Empirical research shows that when performance evaluation mechanisms and incentive structures form positive interactions, they can effectively improve this group's strategic execution efficiency and career development momentum, thereby transforming into core driving forces for sustainable enterprise development. Specifically, enterprises should focus on building multidimensional dynamic incentive mechanisms: First, establish composite incentive systems combining economic and non-economic rewards, implementing positive incentives like excess profit sharing and position promotions for managers exceeding strategic decoding targets, while setting clear negative constraints for those lacking organizational citizenship behaviors to strengthen compliance-oriented organizational conduct. Second, implement Balanced Scorecard (BSC)-based performance evaluation systems incorporating strategic contribution, team building effectiveness, and process optimization outcomes into assessment criteria, establishing forced distribution mechanisms linked to total compensation. Third, implement long-cycle incentive mechanisms through deferred bonuses and virtual equity to align core talents' mid-to-long-term interests, significantly reducing turnover tendencies in key positions.

At institutional operation level, enterprises need to achieve mechanism innovation in following dimensions: First, establish position value evaluation systems using technical tools like factor comparison methods to ensure internal compensation fairness. Second, build performance calibration mechanisms to eliminate evaluation biases through cross-departmental calibration meetings, ensuring objective fairness of incentives. Third, implement dynamic adjustment systems that regularly optimize performance indicator weights and incentive intensities based on industry compensation percentile changes and organizational strategic transformation needs. Notably, organizational behavior studies demonstrate that when compensation differential coefficients remain within 1.5–2.0 times range, they maintain appropriate competitive tension while effectively avoiding adverse selection risks.

This study proposes a trinity solution addressing incentive dilemmas for Chinese enterprise middle managers: constructing strategic-oriented performance evaluation frameworks, implementing balanced reward-punishment systems, and designing dynamically optimized compensation structures. The synergistic operation of these three institutional modules can not only activate middle managers' endogenous motivation but also promote exponential growth in corporate value creation capabilities through enhanced organizational commitment. The spillover effects of such institutional innovation will ultimately manifest as continuous strengthening of core competitiveness and iterative upgrading of business models.

УДК 330.594

АНАЛИЗ СИСТЕМЫ СНС И ДИНАМИКА ЕЕ КЛЮЧЕВЫХ ПОКАЗАТЕЛЕЙ

Зеленская А. Д.

Научный руководитель – доцент Манцерова Т. Ф.

Белорусский национальный технический университет

Аннотация. Система национальных счетов является одним из наиболее важных направлений экономического анализа. Использование СНС позволяет анализировать ВВП страны и другие макроэкономические показатели в разрезе всех фаз общественного воспроизводства: производства, распределения, обмена и потребления.

Ключевые слова: система национальных счетов, внутренний валовый продукт, программа международных сопоставлений.

Экономика страны в целом рассматривается с позиции институциональных единиц. Она охватывает все институциональные единицы, которые являются резидентами на экономической территории страны. Резиденты – институциональные единицы, осуществляющие или намеревающиеся осуществлять свою деятельность на экономической территории Республики Беларусь в течение длительного срока (не менее года). Единицы-резиденты осуществляют экономические операции с единицами-нерезидентами (то есть с единицами, являющимися резидентами экономики других стран). Такие операции представляют собой внешние операции экономики страны и группируются в счете остального мира. Экономическая территория страны – территория, административно управляемая правительством данной страны, в пределах которой лица, товары и капиталы могут свободно перемещаться; она не включает территориальные анклавы других стран (посольства, военные базы и т. п.) или международных организаций, но включает анклавы данной страны на территории других стран.