



Universidade do Minho
Escola de Economia e Gestão

Analysis of Non-monetary Incentives to Attract Young People's
Employment Tendency

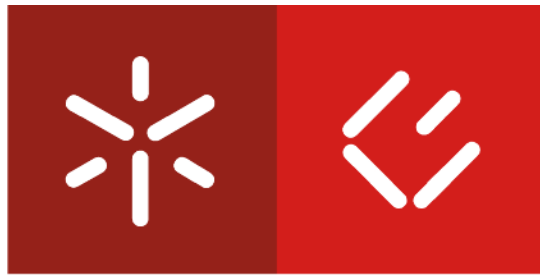
Li Weiwei

Analysis of Non-monetary Incentives to Attract
Young People's Employment Tendency

Li Weiwei

UMinho | 2020

October 2020



Universidade do Minho
Escola de Economia e Gestão

Li Weiwei

Analysis of Non-monetary Incentives to Attract Young People's Employment Tendency

Masters dissertation
In Public Administration

Work carried out under the guidance of the
Professor Doctor Miguel Ângelo Rodrigues

October 2020

DIREITOS DE AUTOR E CONDIÇÕES DE UTILIZAÇÃO DO TRABALHO POR TERCEIROS

Este é um trabalho académico que pode ser utilizado por terceiros desde que respeitadas as regras e boas práticas internacionalmente aceites, no que concerne aos direitos de autor e direitos conexos.

Assim, o presente trabalho pode ser utilizado nos termos previstos na licença abaixo indicada.

Caso o utilizador necessite de permissão para poder fazer um uso do trabalho em condições não previstas no licenciamento indicado, deverá contactar o autor, através do RepositóriUM da Universidade do Minho.



Atribuição
CC BY

<https://creativecommons.org/licenses/by/4.0/>

ACKNOWLEDGMENT

This dissertation was carried out under the guidance of Professor Doctor Miguel Ângelo Rodrigues. I am very grateful to the professor for his patient guidance and help in collecting Portuguese questionnaires.

Then, I would like to thank my classmates and friends for their help in the data collection of my thesis, as well as the encouragement and support given to me while I was writing the thesis.

In this very special year in the world, I experienced a lot of difficulties in completing my thesis. I am grateful to all those who helped me, which makes this thesis more significant to me.

DECLARAÇÃO DE INTEGRIDADE

Declaro sob compromisso de honra, ter atuado com integridade na elaboração do presente trabalho académico e confirmo que não recorri à prática de plágio nem a qualquer forma de utilização indevida ou falsificação de informações ou resultados em nenhuma das etapas conducente à sua elaboração.

Mais declaro, que conheço e que respeitei o Código de Conduta Ética da Universidade do Minho.

STATEMENT OF INTEGRITY

I hereby declare having conducted this academic work with integrity. I confirm that I have not used plagiarism or any form of undue use of information or falsification of results along the process leading to its elaboration.

I further declare, that I have fully acknowledged the Code of Ethical Conduct of the University of Minho.

Análise de incentivos não monetários para atrair a tendência de emprego de jovens

RESUMO

Nas últimas décadas, com o progresso contínuo da sociedade e as mudanças no microambiente e macroambiente, a compreensão das pessoas sobre o setor público também vem mudando. Hoje, existe um fenômeno em muitos setores públicos que a idade média dos funcionários é muito velha e a equipe não é jovem. A atratividade do setor público para os jovens está diminuindo. O que causou esse fenômeno? As razões são muitas e variadas. Salário, espaço para promoção, benefícios, etc. são todos motivos importantes. Do ponto de vista dos incentivos não monetários, a presente dissertação analisa as razões da diminuição da atratividade do setor público para os jovens através de um inquérito a estudantes universitários na China e em Portugal.

Palavras-chave: Setor Público; Incentivos não monetários; Satisfação no trabalho; China; Portugal

Analysis of Non-monetary Incentives to Attract Young People's Employment Tendency

ABSTRACT

In recent decades, with the continuous progress of society and changes in the micro-environment and macro-environment, people's understanding of the public sector has also been changing. Today, there is a phenomenon in many public sectors that the average age of employees is too old, and the team is not young. The attractiveness of the public sector to young people is decreasing. What caused this phenomenon? The reasons are many and varied. Salary, promotion space, benefits, etc. are all important reasons. From the perspective of non-monetary incentives, this dissertation analyzes the reasons for the decline in the attractiveness of the public sector to young people through a survey of college students in China and Portugal.

Keywords: Public Sector; Non-monetary Incentives; Job satisfaction; China; Portugal

INDEX

DIREITOS DE AUTOR E CONDIÇÕES DE UTILIZAÇÃO DO TRABALHO POR TERCEIROS.....	II
ACKNOWLEDGMENT	III
DECLARAÇÃO DE INTEGRIDADE	IV
RESUMO.....	V
ABSTRACT	VI
INTRODUCTION	- 1 -
Chapter 1 Literature review	- 4 -
1.1 State of the arts	- 4 -
1.2 Theoretical framework	- 9 -
1.3 Comparison of the public and private sectors	- 12 -
1.4 Incentives.....	- 13 -
1.4.1 The significance of incentive	- 13 -
1.4.2 Comparison of the monetary incentives and non-monetary incentives	- 14 -
1.5 Excellent incentive management experience in other countries.....	- 17 -
1.5.1 Fully Incentive Wage System	- 17 -
1.5.2 Improved civil servant laws and systems	- 18 -
1.5.3 Efficient training incentive mechanism.....	- 19 -
1.5.4 Strict disciplinary system and effective supervision mechanism.....	- 19 -
Chapter 2 Context of the public sector in China and Portugal	- 21 -
2.1 The loss of civil servants in Portugal and China and the countermeasures.....	- 21 -
2.2 Common problems in public sector incentives.....	- 24 -
2.2.1 Unfairness and irrationality in the pay system.....	- 24 -
2.2.2 The performance assessment lacks scientificity and effectiveness.....	- 24 -
2.2.3 Incomplete promotion mechanism and personnel flow mechanism.....	- 25 -
2.2.4 Insufficient human resources training and development.....	- 26 -
2.2.5 Insufficient authorization and timely feedback on rewards and punishments	- 26 -
2.2.6 Inadequate management of employees' mental health.....	- 27 -
Chapter 3 Methodology and results	- 29 -
3.1 Research design	- 29 -
3.2 Research Hypothesis	- 30 -

3.3	Data collection methods.....	- 33 -
3.4	Results.....	- 34 -
3.4.1	China questionnaire analysis.....	- 34 -
3.4.2	Portugal questionnaire analysis.....	- 49 -
	Conclusion.....	57
	Bibliography.....	59

GRAPHIC INDEX

Graphic 1: Job characteristics model.....	- 10 -
Graphic 2: Percentage of public employees in relation to the working population.....	- 21 -
Graphic 3: Hypothetical Model	- 30 -
Graphic 4: Number of responders by grade and gender (China)	- 35 -
Graphic 5: Histogram of MPS (131samples, China)	- 36 -
Graphic 6: Lowess curves of MPS and Career development (131 samples, China)	- 38 -
Graphic 7: Lowess curves of MPS and Job security (131 samples, China).....	- 39 -
Graphic 8: Lowess curves of MPS and Benefits (131 samples, China).....	- 39 -
Graphic 9: Lowess curves of MPS and Career development (20 samples, China)	- 44 -
Graphic 10: Lowess curves of MPS and Job security (20 samples, China).....	- 45 -
Graphic 11: Lowess curves of MPS and Benefits (20 samples, China).....	- 46 -
Graphic 12: Number of responders by grade and gender (Portugal)	- 49 -
Graphic 13: Lowess curves of MPS and Career development (56 samples, Portugal).....	- 52 -
Graphic 14: Lowess curves of MPS and Job Security (56 samples, Portugal).....	- 53 -
Graphic 15: Lowess curves of MPS and Benefits (56 samples, Portugal)	- 54 -

TABLE INDEX

Table 1: Evaluation of the number of civil servants in Portugal	- 21 -
Table 2: Frequency and percentages of each item in the personal information scale (China).....	- 34 -
Table 3: Descriptive statistics (131samples, China)	- 35 -
Table 4: Summarize MPS by gender/ grade	- 36 -
Table 5: Summarize MPS by gender and grade	- 37 -
Table 6: Ranking of incentives based on importance (China)	- 40 -
Table 7: Regression results (131 samples, China)	- 42 -
Table 8: Descriptive statistics (20 samples, China)	- 43 -
Table 9: Regression results (20 samples, China)	- 47 -
Table 10: Frequency and percentages of each item in the personal information scale(Portugal) -	49 -
Table 11: Descriptive statistics (61samples, Portugal).....	- 50 -
Table 12: Ranking of incentives based on importance (Portugal)	- 51 -
Table 13: Regression results (56 samples, Portugal)	- 55 -

APPENDIX INDEX

Appendix 1	62
Appendix 2	65
Appendix 3	66
Appendix 4	67

INTRODUCTION

Civil servants serve society, represent the government's handling of various public matters, and serve as a window to the public. Civil servants have a vital role in the government. Therefore, maintaining the stability of the civil service, attracting high-end talents and young talents, and keeping the age structure of the public service rationalized is an essential task for government departments. However, many government departments focus on managing civil servants' human resources incentives in terms of monetary incentives.

From the perspective of civil servants themselves, they have not only material needs but also spiritual needs. If only a single material incentive, its effect is limited, and the economic cost is too large. It will also weaken the sense of responsibility and service awareness of civil servants. The single physical incentive gradually showed fatigue. How to seek breakthroughs from limited resources is particularly vital for the public sector at this stage. How to effectively use non-monetary incentives to make up for the single monetary incentives, enhance the enthusiasm of civil servants, and stimulate their interest and creativity worthy of all public departments' attention.

Many public departments adopt the same incentives for all employees, which ignores the diversity of human needs. Equal incentive measures are different for different employees. Especially effective incentives for contemporary young people are often different from those for previous generations.

The new generation of employees in China have the following traits (Tapscot, 2008): They are only children and loved by their families; They grew up in times of change; They have experienced significant conflicts, and integration of Eastern and Western cultures; They have a high level of education.

The new generation of employees has become the main force of the enterprise. The new generation employees are different from those in the 1960s and 1970s because the new generation does not seek survival, they seek development.

According to the data from the "Workplace Ecology Survey after the 80/90 Zhilian Recruitment", the new generation of employees view work and life very sensibly. They believe that improving the quality of life, realizing self-worth, and realizing their ideas are more important than survival.

Only by knowing the needs of employees can we take targeted measures to achieve incentives. However, there is relatively little research on the demands of young people's non-monetary incentives.

Therefore, this dissertation aims to study college students' perceptions of the public and private sectors and their preference for different non-monetary incentives. It will help government departments to develop incentives to attract and retain young employees.

Research problem

To adapt to the new situation of politics, economy, society, and technology in the 21st century. In recent years, each country has reformed and adjusted its public administration management system. Although the focuses of these reforms are different, and the theory is also differently summarized, they civil servants by cultivating civil servant management's scientific nature. Meanwhile, we must strengthen civil servants' training and education, improve the quality of public administration personnel, and establish an efficient and capable management team.

The civil servant incentive mechanism is an essential part of human resources management in the public sector. The perfect incentive mechanism is a reliable guarantee for maximizing the return of human capital and directly related to the level and efficiency of public administration.

Nowadays, in the public sector in many countries, there is a phenomenon in which the average age of employees is too large, the organization is aging, and new employees and young employees are lacking. Sometimes even if young people enter the public sector, some people choose to leave each year. In China, the resignation of young civil servants under 35 is the most serious. Of the personnel lost by the Ministry of Foreign Affairs, 80% are under 35 years old.¹ Why is the public sector less attractive to young people?

Research question

Since the financial crisis, many governments have reduced their finances, and they are facing pressure from labor reform. The diversification of the market has also led to an increase in demand for better services for the people, so many countries have had to change their management of civil servants.

As the market changes, more and more public sectors must also consider profitability, which means that the public sector pay system and benefits will also change.

¹ Zhao Chen, Jiang Hao. Research on the Status Quo and Countermeasures of Brain Drain in Chinese Civil Servants. 2005.

So how do young people today view the current public and private sectors? What non-monetary incentives attract college students to work in the public or private sector? To study the above issues, I will conduct public and private sector preference surveys of Chinese and Portuguese college students.

The significance of research

There are many studies on human resources management and incentive mechanisms in the public sector, as well as studies on the differences between human resources management and incentive mechanisms in the public and private sectors, as well as reviews on employee satisfaction in the public and private sectors. However, few studies have discussed non-monetary incentives in the public and private sectors from the perspective of young people, especially those who have not yet entered their careers. This research will fill this gap and provide some help on how the public sector can increase the attractiveness of young people.

In today's environment, the public sector is also facing a series of reforms. To increase the attractiveness and competitiveness of the public sector, we cannot always follow previous practices. If the public sector does not want to stand still, it will need to disrupt old systems. It requires the department to introduce a large number of young employees, bringing new vitality, new spirit, and new ideas.

However, to attract young people to work in the public sector, the public sector cannot think from their perspective. They should stand in the view of young people and see what they want. Only by truly understanding the needs of young people can an effective incentive mechanism be formulated to improve the current situation.

Chapter 1 Literature review

1.1 State of the arts

Non-monetary incentives

Stiglitz (1999) points out in general: Sometimes, non-monetary incentives are so powerful that they seem to be able to replace monetary incentives fundamentally. It is a supplement, not a complete replacement, for monetary incentives.

Peterson and Luthans (2006) conducted a quasi-experimental study of 21 fast-food monopolies. They found that non-monetary incentives have the same long-term impact on business performance (such as profit and customer service) as monetary incentives are just as important.

Mahan Tamp's (1947) research found that, although money is essential for motivating knowledge workers, money is not so important if it can meet employees' growth, work autonomy, and business success. In other words, these three non-monetary incentives are more useful for them. Therefore, although organizations that focus too much on monetary and wealth incentives can have a good incentive effect in a short period, those organizations that pay more attention to non-monetary incentives in the long term are more welcomed by members of the organization.

Hu Juan (2009) believes that non-monetary incentives mainly affect people's psychology. Non-monetary incentives meet people's spiritual needs through means other than material and welfare. It can make up for the lack of monetary incentives and can be a long-term force. It can also significantly stimulate the enthusiasm of the employees and meet the needs of employees' self-development.

Randall and Kim (1976) pointed out from the perspective of participatory management incentives that employee participation in the formulation of performance goals can improve employees' job performance satisfaction.

Miron and McClelland (1979) proposed that training can stimulate employee achievement needs from the perspective of training motivation.

American social psychologist Eisenberger proposed in the mid-1980s that when employees feel support from the organization (such as feeling that the organization cares about, supports, and recognizes them), they will be encouraged and motivated, thus There will be an excellent performance.

Carolyn and Matthew (1995) proposed that employees have the motivation to communicate at work from the perspective of communication motivation. These motivations include avoiding current unpleasant situations, accepting friendship, achieving higher levels of performance, being relaxed, eager to talk with supervisors or colleagues for pleasure, and a sense of belonging.

From the perspective of trust incentives, Jane Cote and Claire (2006) proposed that trust has a direct effect on improving performance. Managers' trust in employees can much encourage their work enthusiasm.

Li Zhi and Zhang Hua's (2005) survey found that about 90% of employees hope to succeed in their work and give full play to their strengths. And most employees of private enterprises believe that if they can't make use of their strength in the enterprise and fail to achieve success in their careers, then they will not adequately reflect their value.

Cheng Zhiguo (2008) believes that non-monetary incentives are an essential part of the incentive and restraint mechanism, and the incentive effect for managers with higher life goals is visible.

Shore L.M and Wayne S.J (1993) conducted empirical research on emotional and ongoing commitment and POS. They found that the reason why organization members are willing to stay in and contribute to the organization's work is that the organization cares, supports, and recognizes the organization. The organization and its members influence each other. When members of an organization feel that their support is high, they usually show great enthusiasm and are enthusiastic about all the work in the organization; when they think that their support is insufficient, members will consider leaving. These supports include compensation, training, and education. Members will work passionately for organizational behavior.

Career development and Job satisfaction

Career development is the lifelong process of management learning, work, leisure, and transition to move toward the personal decision and continuous development of the preferred future development.

² Career development is related to the development of employees, which is beneficial to both individuals and organizations. It is a complicated process. Vasilios D. Kosteas (2011) found that promotion is a very effective way for companies to motivate employees. Moreover, even if employees have not been promoted, but maintain the belief of development, they can maintain a high job satisfaction with the company,

² http://en.wikipedia.org/wiki/Career_development

thereby reducing turnover. Promotions have a lasting effect on job satisfaction, but they will continue to decrease. Work-life balance is positively correlated with job satisfaction (Mukhtar, 2012; Saif, Malik, and & Awan, 2011). In contrast, work-life conflict is negatively related to work satisfaction and family life satisfaction (Gamage, 2013).

Leibowitz, Farren, and Kaye (1986) believe that career development involves organized, formal, and planned efforts to balance the individual's professional needs and the organization's labor needs. According to McDaniels and Gysbers (1992) research, career development is the whole set of psychological, sociological, educational, physical, economic, and opportunity factors that together constitute the career of any given individual throughout the life cycle. Greenhaus et al. (2000) believe that career development is a continuous process. Individuals have experienced a series of stages of development, and each step has a set of relatively unique problems, themes, and tasks.

Job satisfaction is a form of attitude toward work-related conditions, facets, or aspects (Wiener, 1982). Turnover is closely related to job satisfaction. Many studies have shown that dissatisfied employees are more likely to resign than satisfied employees (Crompton & Wagner, 1994; Dickter, Roznowski, & Harrison, 1996). Jepsen and Sheu (2003) observe that this attitude, whether it is like or dislike of work is a common and essential aspect of career development. Theorists and practitioners mostly accept the hypothesis that almost everyone is seeking satisfaction in their work (Jepsen & Sheu 2003).

Organizations investing in career management are more likely to increase employee job satisfaction (Lee, 2000). Jepsen and Sheu (2003) believe that if a person is engaged in a job that matches his career choice, he is likely to feel job satisfaction. Chen, Chang, and Yeh (2004) investigated career development plans to respond to career needs at different career stages, and the impact of researchers on career satisfaction, career development, and productivity. One of the study's main findings is that career development programs have a positive effect on job satisfaction, career development, and productivity. The results of Winda O, Nayati U H, and Arik P (2017) show that salary and career development have a significant impact on job satisfaction. Salary and career development have a significant impact on employee performance. In addition, job satisfaction has an important impact on employee performance. Yarbrough S, Martin P, Alfred D, et al. (2017) findings indicated a strong correlation between professional values and career development and that both job satisfaction and career development correlated positively with retention.

The results of Chin CL (2018) show that there is a negative correlation between career development, supervision, and employees' willingness to leave. The results also show that the overall level of job satisfaction is high, and career development is the most significant factor affecting employees' desire to leave.

According to a 2016 poll by Gallup, 87% of millennials mark "professional or professional growth and development opportunities" as essential.

Job security and Job satisfaction

Job security is the possibility that a person retains work. Work with high security means that a person who works has little chance of losing the job.³

Burchell et al. (1999) and Brockner et al. (1988) found that job insecurity can cause the relationship between employers and employees to deteriorate.

One of the most consistent findings in the job satisfaction literature is that job security has a significant and vital impact on job satisfaction. Job satisfaction due to job security is the main factor affecting the quality of the employer-employee relationship. Blanchflower and Oswald (1999) pointed out that American workers engaged in secure work have higher job satisfaction. European data show that there is a close relationship between the feeling of having a secure job and higher job satisfaction.

Moguerou (2002) used data from a Ph.D. recipient survey to find that job security is the primary determinant of job satisfaction for men and women in all fields of employment.

Kaiser (2002) studied cross-national differences in determining job satisfaction through different types of contracts. There are five types of contracts: self-employed, part-time fixed-term, part-time permanent, full-time fixed-term, and full-time permanent. The study found that workers with the highest level of job security for permanent full-time and part-time jobs also seem to enjoy high job satisfaction. On the contrary, people who find fixed-term work and self-employed with low job safety have low job satisfaction.

According to research by Hyunkang Hur (2018. Job security matters: a systematic review and meta-analysis of the relationship between job security and work attitudes), there is a positive correlation between job security and work attitudes. And job security can improve employee job satisfaction and

³ https://en.wikipedia.org/wiki/Job_security

organizational commitment. However, the age and tenure of employees are also important factors, and they are more active towards new and mid-term employees. For long-term employees, they may have the opposite result. Therefore, giving short and medium-term employees a higher sense of job security, such as signing a labor contract for 5 to 15 years, is an effective way to improve employee job satisfaction.

Benefits and Job satisfaction

Fringe benefits is another important factor that needs to be studied in job satisfaction (Griffin and Bateman, 1986). Snipes et al. (2005) found a positive correlation between service quality and fringe benefits.

Uppal (2005) used a measurement method that included the number of fringe benefits received by employees and found that this was positively correlated with job satisfaction. However, Benz (2005) found in non-profit organization employees that only two of the nine fringe benefits were positive and significantly related to job satisfaction, one of which was negative and significant. The differences in these results may be due to differences in institutions or labor markets between countries.

Benjamin Artz (2010) proved that fringe benefits are a significant and positive factor in determining job satisfaction. Fringe benefits may lead to higher worker job satisfaction, which is related to essential productivity measures (such as reducing resignation rates and reducing absenteeism). Merga H, Fufa T (2019) believes that organizations should pay special attention to the welfare of workers.

Smith J L, Handley I M, Rushing S, et al. (2018) believe that benefits and salary are also essential factors that determine the retention of employees in the organization. There is a significant relationship between the compensation provided by an enterprise and the satisfaction of employees. The satisfaction of employees requires them to work longer for the organization. Companies that offer high levels of compensation and benefits are more able to attract and retain high-quality employees. If any organization wants to increase employee loyalty and a higher retention rate, it must maintain the expected level of benefits, attractive salary packages, maintain an excellent organizational culture, and satisfy its employees to the greatest extent possible.

1.2 Theoretical framework

Motivation theory is a theory that studies how to mobilize people's enthusiasm. Incentive theory believes that work efficiency and labor efficiency are directly related to employees' work attitude, and work attitude depends on the degree of satisfaction of needs and incentive factors.⁴

There are three main types of motivation theory: content motivation theory, process motivation theory, and behavior consequence motivation theory. Content motivation theory mainly include the Hierarchy of needs theory (Abraham Maslow, 1943), ERG theory (Clayton Alderfer, 1969), Two-factor theory (Frederick Herzberg, 1968), and Achievement Need Theory (David C. McClelland, 1966). Content motivation theory is a theory that focuses on the specific content of incentive reasons and incentive factors. It believes that demand elements constitute the basis and preconditions of incentives, so the key to incentives is to generate demand, discover demand, and meet demand. That is: satisfy what employees need, thus arousing their motivation.

Process incentive theories include Fromm's expectation theory, Adams's fairness theory, Locke's goal-setting theory, etc. They focus on the psychological process from the generation of motivation to taking action. This theory believes that it is necessary to formulate specific goals to influence people's needs, to stimulate people's actions, meet people's needs, and achieve organizational goals.

Behavioral consequence motivation theory mainly includes Skinner's reinforcement theory, attribution theory, etc. ⁵ Behavioral consequence motivation theory is based on behavioral consequences, researching how to carry out follow-up motivation to behavior. The aim is to take adequate measures to eliminate the negative impact of unfairness or setbacks on people's behavior, in an attempt to ensure that people's enthusiasm continues to be fully displayed.

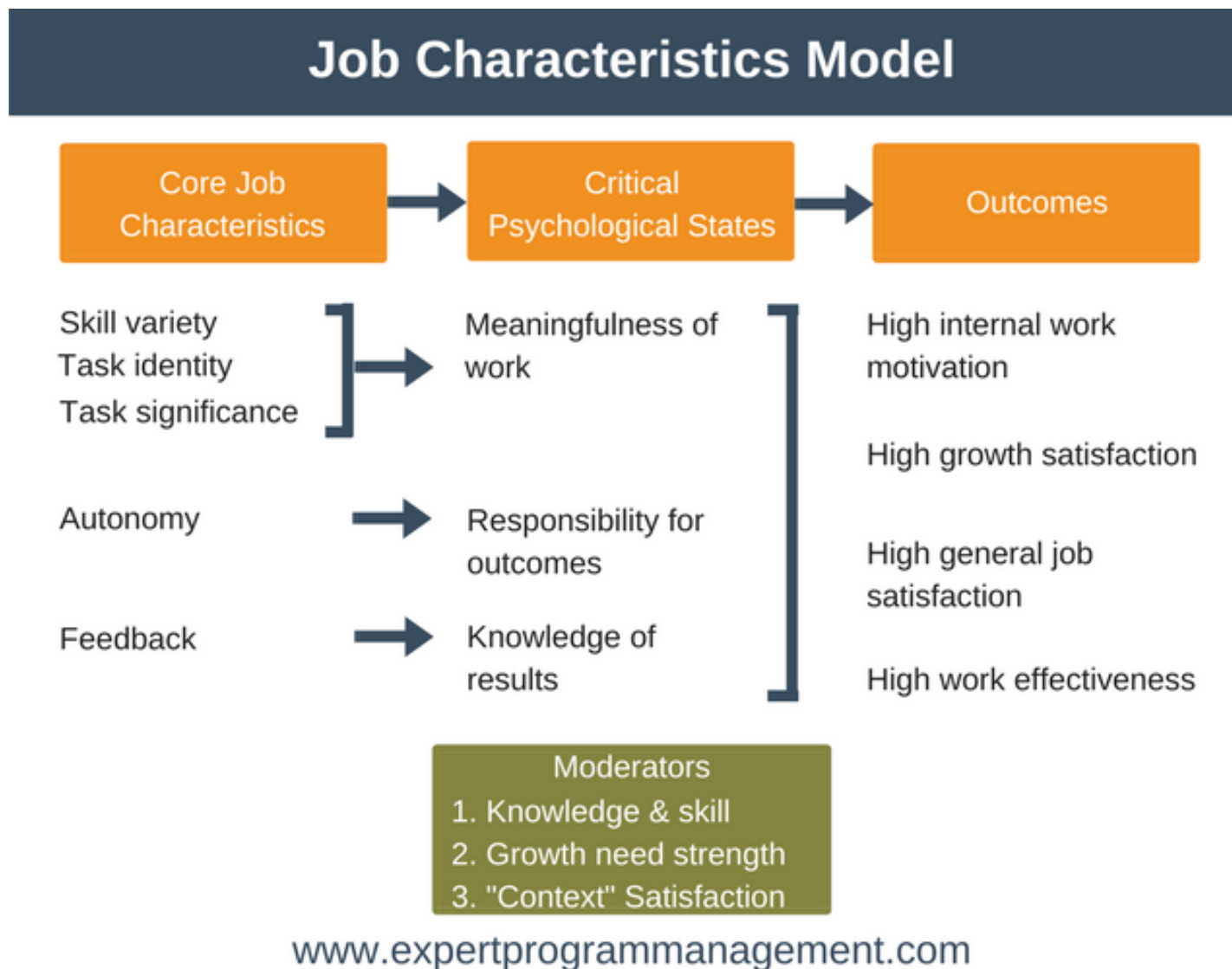
The above theory shows that the prerequisite for effective incentives is to understand the needs and psychological state of employees.

Regarding the part of college students' perception of the public and private sectors, the design is mainly based on the job characteristic model.

⁴ Liu Jun. Public Relations: Machinery Industry Press, 2006.

⁵ Ma Renjie, Wang Rongke, Zuo Xuemei. Principles of Management: People's Posts and Telecommunications Press, September 2013.

Job characteristics model (Hackman and Oldham, 1980)⁶



Graphic 1: Job characteristics model

Source : www.expertprogrammanagement.com

The job characteristics model was proposed by Richard Hackman, a professor at Harvard University, and Greg Oldham, a professor at the University of Illinois. Work characteristics refer to the content and nature of work tasks. They propose that any job can be described in the following five core task dimensions:

(1) Skill variety: refers to the range of various skills and abilities that employees need to complete a task. A highly skilled variety job, such as a website entrepreneur, undertakes website design, client development, and promotion. Low skill variety jobs, such as shop floor workers, only need to complete the task of ordering nails.

(2) Task identity: refers to the degree to which a complete and recognizable task is required in a job. High task identity, such as furniture manufacturers, design their drawings, select materials,

⁶ Stephen P. Robbins, Timothy A. Judge. Organizational Behavior, Twelfth Edition. 2007.

manufacture, and perfect products. For employment with low task identity, such as painters in furniture factories, he only needs to paint and decorate furniture.

(3) Task significance: refers to how much work affects the lives or work of others. High task significance jobs, such as doctors in hospitals, need to diagnose and treat countless patients. Examples of low task significance are the workers who deliver newspapers.

(4) Work autonomy: refers to the degree of freedom, independence, decision-making power, and domination power that work gives employees. Jobs with high autonomy, such as insurance salespeople, can arrange work schedules on their own. Low-work autonomy tasks such as front desk staff who arrange customer reception according to the department.

(5) Job feedback: The degree to which employees can directly obtain the performance of their work activities. An example of great feedback is that workers who install Wi-Fi can check if they are running successfully after installation. An example of low feedback is when a company employee introduces Wi-Fi and hands it to the company's quality monitoring staff to check performance and make necessary adjustments.

Skill variety, task identity, and task significance at work allow employees to experience the meaning of work. Work autonomy enables employees to experience responsibility for the results of their work. And the feedback that employees get at work can help employees understand the actual results of work activities at work.

These five core characteristics together determine the scope of a job. The theory of job characteristics believes that a high level of work will bring about job satisfaction, while a low level of work will lead to dissatisfaction and boredom. Many studies on various jobs have shown that the above five characteristics are related to job satisfaction. Posts with these five characteristics produce higher satisfaction and job performance than jobs lacking these characteristics.

Hackman and Oldham further integrated the above five working characteristics to form a single-dimensional indicator. This indicator is called the motivation potential score (MPS). The formula is as follows:

$$MPS=(SV+TI+TS)\div 3\times A\times F$$

Among them: MPS = motivation potential score; SV = skill variety; TI = task identity; TS = task significance; A = task autonomy; F = task feedback.

1.3 Comparison of the public and private sectors

The public sector (also known as the state sector) is a part of the economy, and it mainly consists of governments, public enterprises, international organizations, and non-profit organizations. The government is the principal member of the public economic sector. The state grants public authority to the public sector and manages all social and public affairs. The public sector takes the public interest of society as its organizational goal and provides legal services to all community members. These services include public transportation, public healthcare, public education, military, infrastructure (water supply, power grid, telecommunications, tunnels, open roads, etc.).⁷

The private sector is the symmetry of the public sector, which refers to the enterprises and institutions owned by individuals, families, and private individuals, rather than the state. The private sector is part of the economy and is for profit.⁸

The main features of the public and private sectors are distinct. Public sector work is relatively stable and secure, and welfare is relatively good. As long as you can do your job well and do not violate the Civil Service Law or other national laws, you will generally not be dismissed. But the promotion space is narrow and difficult. Private sector compensation is closely related to your ability to work and work performance, and the compensation system is relatively complete and fair. The promotion space will be larger than the public sector, and the benefits will vary from company to company. The public sector is to provide public services to the general public, and it is the pursuit of maximizing public interest. The private sector seeks to maximize efficiency and profits. The impetus of enterprises usually comes from competition, and the government comes from various monopolies. The motivation of corporate leaders is to obtain benefits, and the motivation of government leaders is to be elected. Most of the company's revenue comes from its customers, while most of the government's income comes from its taxpayers.

⁷ <https://baike.baidu.com/item/公共部门/9197236?fr=aladdin>

⁸ <https://baike.baidu.com/item/私人部门>

1.4 Incentives

Incentives refer to psychological driving forces, which include exciting the motor, encouraging behavior, pointing to specific goals, and maintaining human behavior.

In the United States, Professor William James of Harvard University found in research on employee motivation that in a lack of incentive environment, staff can only exert 20% -30% of their ability. However, in a pleasant incentive environment, the same personnel Can reach 80% -90% of its potential. Effective incentives can cause this 60% gap. Research by management scientists has shown that employees' performance is a function of their ability and motivation, that is, performance = F (capacity * incentive). From the potential ability of a person to exert potential strength, the operation direction is an inherent ability-intermediate link-exerting ability. The intermediate links and factors are the carriers of the incentive mechanism.

1.4.1 The significance of incentive

Sufficient motivation can train employees' sense of responsibility and maximize their potential and creativity. At the same time, it allows employees to accept and agree with the goals and values of the organization and has a strong sense of belonging to the organization. Therefore, the incentive part of human resource management has attracted the attention of many managers and organizations.

The incentive is vital for employees and organizations. For organizations, a scientific and practical incentive system can develop the potential capabilities of employees and allow employees to give full play to their wisdom and talents. The organization is composed of individual employees. So, each employee is essential to the organization, and the employee's growth helps the growth of the organization.

Scientific competition mechanism can create a benign competition environment. Under the pressure of this environment, the staff will turn the pressure into a motivation to work hard, thereby forming a benign competition mechanism. In this way, the enthusiasm and initiative of employees can be mobilized to improve work performance.⁹

Scientific competition mechanisms can help organizations attract and retain excellent talents. Many outstanding enterprises attract the abilities they need through plentiful welfare benefits, scientific

⁹ Sun Huiqin. The Application of Incentive Mechanism in Public Administration[J]. Science and Technology Innovation Herald, 2013, 000(031):173-173.

promotion channels, and rich welfare policies. The public sector also has relevant talent introduction policies to attract high-end skills required by the sector.

For employees, no matter what kind of incentive, it is of considerable significance. Through the reward, we can see that the evaluation made by the leaders of the organization on their work is direct feedback on the work performance of employees. It is helpful for employees to plan their careers, to be more purposeful and passionate about their work. Therefore, the incentive has a specific impact on employees' work performance and work attitude. Besides, the reward can meet the needs of employees. For example, material rewards (salary, bonus, etc.) can better meet the needs of employees' survival. In contrast, spiritual incentives (such as honor, achievement, etc.) can meet the needs of employees' respect and self-realization. The satisfaction of various needs will increase employees' self-motivation, improve work performance, and form a positive cycle.

1.4.2 Comparison of the monetary incentives and non-monetary incentives

Monetary incentives refer to the use of material means to enable employees to obtain material satisfaction, thereby further mobilizing their enthusiasm, creativity, and initiative. Monetary incentives include prizes, funds, etc. By meeting the material needs of employees, organizations inspire them to work hard.¹⁰

Non-monetary incentives refer to organizations that use non-monetary incentives to motivate employees. The primary forms are safety incentives, communication incentives, trust incentives, promotion incentives, training incentives, and participation incentives.¹¹

Compared with monetary incentives, non-monetary incentives have the following advantages:¹²

(1) Meet employee's deep needs. According to Maslow's theory of needs and ERG theory, when met people's basic physiological safety needs, they will pay more attention to the need for respect, self-actualization, and achievement. Non-monetary incentives, such as honor incentives and the cohesion of corporate culture, will give employees a more excellent internal drive.

(2) More employees are covered. All employees can feel the organization's care and trust through non-monetary incentives (such as verbal praise, effective communication, etc.).

¹⁰ <https://baike.baidu.com/item/物质激励>

¹¹ <https://baike.baidu.com/item/非物质激励>

¹² Li Zhi, Hu Jing. Research on Non-material Incentives of Enterprise Employees[J]. Journal of Chongqing University (Social Science Edition), 2007, 13(1).

(3) Saving operating costs. It doesn't require much economic investment, but it can promote employee motivation. Low cost will bring significant benefits, which will significantly increase the profits of the organization.

(4) Create a positive cultural atmosphere. The role model has a significant impact on people. In this positive environment, employees actively participate in the work will form a virtuous circle.

The main types of non-monetary incentives are as follows: ¹³

(1) Safety incentive

Safety is an essential requirement for human survival. When a person lacks a sense of security, they will be in a state of tension and anxiety. Even in a severe case, they will produce a series of physiological reactions, which will result in employees being unable to work effectively. So, safety incentive is the primary form of the need for employees. The organization can take corresponding measures to ensure the safety of the working environment of employees, but also need to pay attention to the physical and mental safety of employees, and provide occupational protection for hard-working employees. All of these will promote employees to work better.

(2) Fair incentives

According to Adams' fairness theory, everyone has a legitimate need, and a sense of fairness is critical to employee motivation. This fairness is not only manifested in material incentives such as wages and bonuses. Employees will also pay attention to fair treatment on non-monetary incentives. Employees also value whether there is fair treatment. For example, when an employee feels that he is better than others, but when others are appreciated rather than himself, he will think that his working environment is harsh and may adopt a series of harmful working methods. Therefore, the organization needs to ensure the moderate climate of opportunity and procedure as much as possible, and bring the employees a sense of psychological fairness.

(3) Communication motivation

Communication is a sufficient non-monetary incentive. Contact can well meet people's social needs, emotional needs, and essential needs. It can make people have psychological feelings valued by others, which helps to mobilize the enthusiasm of employees. Through communication, employees can deepen their understanding, avoid unnecessary misunderstandings, and eliminate conflicts between

¹³ Li Zhi, Hu Jing. Research on Non-material Incentives of Enterprise Employees[J]. Journal of Chongqing University (Social Science Edition), 2007, 13(1).

employees. To promote the formation of a harmonious interpersonal relationship within the enterprise is conducive to the cooperation of employees' daily work and improve work efficiency.

(4) Respect for motivation

Psychological research shows that everyone needs respect. It includes both the need for self-esteem and the need for respect. Respect for employees' behavior, emotion, personality, thought, etc., and meet their need for respect will enable employees to have more self-confidence, pride, and sense of responsibility in their work, thus significantly stimulating their work enthusiasm, initiative, and creativity.

(5) Trust incentives

Trust is an essential element in managing and motivating employees and building a high-performance organization. Trust has a direct effect on improving job performance. Managers' trust in employees can greatly encourage their work enthusiasm. Therefore, managers need to communicate more with employees, and appropriate or even bold authorization according to the actual situation, to give employees room to exert their capabilities.

(6) Promotion incentives

Promotion refers to the advancement of employees in terms of positions, etc., and a certain extent is a way to meet the career development of employees. Promotion usually means the full affirmation of a person's achievements, which brings satisfaction in terms of power and self-esteem. So promotion incentives are significant for employees.

(7) Participation Incentive

Modern employees have requirements and desires to participate in organizational decisions and management. Creating and providing all opportunities for employees to participate in management is an effective way to motivate them.

(8) Work incentives

Turn the work itself into an incentive way, so that employees can maximize their potential and fully display their talents in practice, to obtain the most excellent satisfaction.

Common non-monetary incentives include providing a comfortable working environment, providing stable job opportunities, affirming employees' work achievements, implementing flexible working methods, temporary authorization, and increasing work challenges, etc.

1.5 Excellent incentive management experience in other countries

1.5.1 Fully Incentive Wage System¹⁴

Singapore is one of the best countries in terms of incentives for civil servants. Singapore is already the cleanest country in Asia. Implementing a high-paying civil service is a crucial factor in maintaining the integrity of the public sector in Singapore. In addition to ensuring civil servants' promotion, the public sector in Singapore also provides the salary level of civil servants to ensure the stability of the civil servants and increase the attractiveness of civil servants. Singapore's public sector has specific regulations on the starting salary and salary structure of civil servants to eliminate civil servants' dissatisfaction with wage levels. Every year, the public sector surveys and compares civil servants' salaries with those of private enterprises to ensure that civil servants' wages are not significantly different from those of the private sector. Once the salary level of public servants is lower than that of company and enterprise employees, measures immediately taken to balance them to attract and retain outstanding talents.

According to the "Federal Wage Comparison Act" in the United States, employees' salaries in the public sector must be comparable to the wages of employees in companies and enterprises. The U.S. government first surveyed the salaries of corresponding employees in private companies in the market, then compared their wage levels with federal employees, calculated the wage difference between the two, and finally determined a reasonable range for the federal employees' significant salary adjustments.

The salary system of German public officials determines by the Federal German Salary Law. It stipulates that public officials' income is open to the whole society, and they can check their specific salary limits and related subsidies in their units. And the salary level will be adjusted as the price level changes, and the new guaranteed salary standard will be revised accordingly.

The "Civil Service Law" of Hungary stipulates the specific content of the civil service salary system. In 2001, the new "Civil Servants Law" was implemented, which improved and reformed the salary system of public servants in the public sector, significantly increasing the salary level of civil servants, and enhancing the incentive role of civil servants.

In general, the basic principles of the wage system in Western countries are as follows:¹⁵

¹⁴ Jiang Lu. Incentive mechanism of human resource management in public sector[J]. Business and Management, 2018 (8): 18.

¹⁵ Wan Juan. Public Department Human Resources Management Incentive Mechanism Research.2012

(1) The principle of equal pay for equal work. Civil servants should receive the same payment for the same job.

(2) The principle of social balance. Compare the salary level of employees with the salary level of civil servants, and take adequate measures to ensure that the wage levels of the two are generally the same.

(3) The principle of regular salary increases. The steady increase in the salary of civil servants in the public sector helps stabilize the ranks of civil servants. Western civil servants' capital increase mechanisms mainly reflected in regular salary increases, merit increases, salary adjustments, and price compensation. It ensures that public servants have a sense of security, superiority, and stability, attracts and retain talents, mobilize civil servants' enthusiasm to work, and improve work efficiency.

(4) The principle of legal protection. Legal protection of the salaries of public servants.

1.5.2 Improved civil servant laws and systems¹⁶

Britain is one of the earliest countries in the world to implement a public service system. In the 1830s, the British government made a relatively significant reform of the public service system, and in the year established a set of policies that have been exercised so far. For more than 100 years, the British civil service has ensured that government work is carried out stably and effectively. Since the Civil Service Commission's establishment in the United Kingdom in the year, it has gradually established systems for hiring civil servants for examinations, vocational training, promotion assessments, rewards, and punishments. Britain passed the "Civil Service Act" in the year, which has become the British code of conduct for civil servants across the country. To further improve the legal system of national civil servants, the British government established a performance evaluation system for civil servants in the 19th century.

In 1883, the US Congress passed the "Adjustment and Reform of the United States Civil Service," which marked the establishment of the United States Civil Service. Since then, the US Congress has successfully promulgated many civil service management laws, which have continuously improved and developed the United States public service system. It mainly includes the Civil Service Retirement Law passed in 1920, the Job Classification Law passed in 1923, the Performance Evaluation Law passed in 1950, the Wage Reform Law passed in 1962. The Civil Service Reform passed in the 1978 Act, the Federal Employees' Wage Equality Act of 1990, and so on.

¹⁶ Wen Li. Discussion on the incentive mechanism of human resources management in the grass-roots public sector [D]. 2007

1.5.3 Efficient training incentive mechanism

In the context of increasingly fierce international competition, strengthening the training of civil servants is an indispensable capability development and the most critical strategic task in developing human resources. Western countries have stipulated civil servants' rights and obligations in terms of the law, making the on-the-job training of civil servants gradually become legal and institutionalized.

The United States passed the "Government Employees Training Act" in 1958, which stipulated that government civil servants should receive training and required the government to improve the overall quality and efficiency of civil servants through various forms of training activities. To strengthen public servants' training in the United Kingdom, Parliament passed the Industrial Training Act in 1964.¹⁷Singapore's "Civil Service Training and Development Policy" stipulates that each civil servant should have about 100 hours of training per year, and the results of the training are linked to the annual assessment of civil servants.¹⁸

1.5.4 Strict disciplinary system and effective supervision mechanism¹⁹

Countries have developed detailed and targeted punishment systems. The regulations include the types of punishment, the content of the discipline, the reasons for punishment, the procedure of punishment, and other aspects. The types of administrative penalties in western countries are generally divided into spiritual and physical punishment. Mental punishment is typically used for minor disciplinary acts, mainly for the derogation of civil servants' reputation, including physical penalties such as warnings and one-off records, which mainly refer to economic punishments, including fines, pay cuts, and cancellation of specific allowances.

Perfect supervision mechanism. The US supervision mechanism gradually expanded from the internal control system of the executive head to external control, such as judicial, legislative, and public opinion. In Finland, civil servants' behavior is under general supervision, and the public has the right to

¹⁷ Wen Li. Discussion on the incentive mechanism of human resources management in the grass-roots public sector [D]. 2007.

¹⁸ Wen Li. Discussion on the incentive mechanism of human resources management in the grass-roots public sector [D]. 2007.

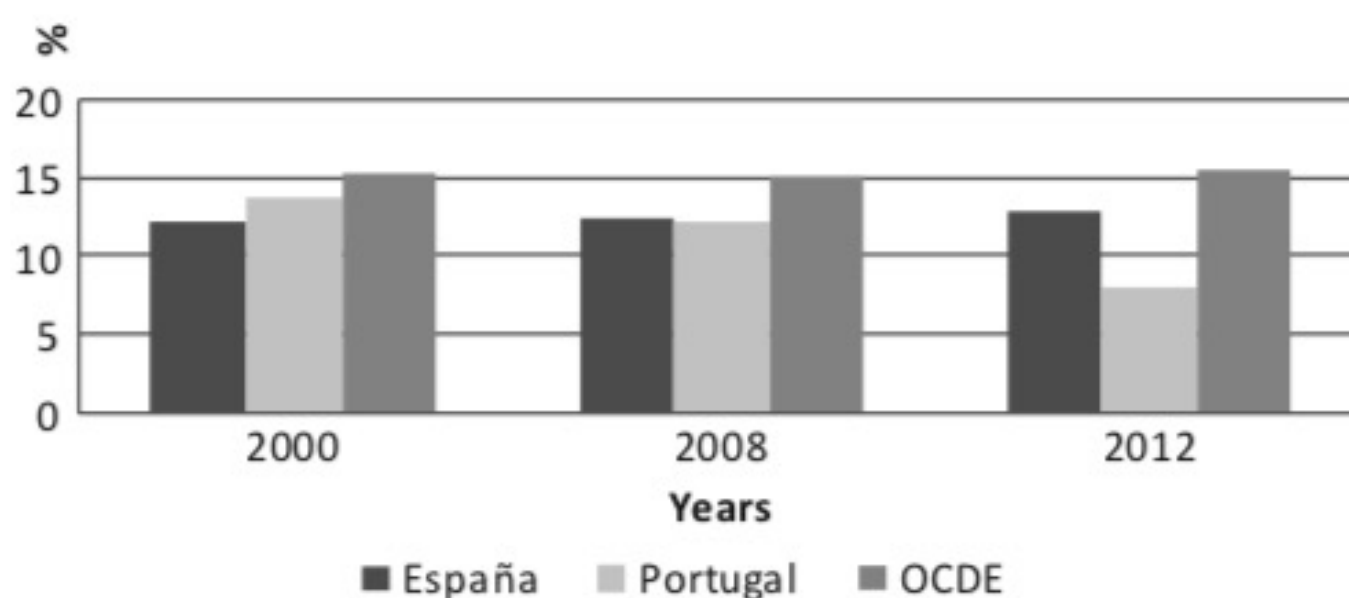
¹⁹ Wen Li. Discussion on the incentive mechanism of human resources management in the grass-roots public sector [D]. 2007.)

report and disclose illegal government officials at any time. When they discover that they have read a job, they can report it to the police or their boss, or even directly sue in court.

Chapter 2 Context of the public sector in China and Portugal

2.1 The loss of civil servants in Portugal and China and the countermeasures

Portugal and China have similar political systems and are highly concentrated countries. Of course, the two countries are very different in many aspects, such as culture, policy, and market environment. However, they face the same problems, such as the aging age structure of public sector staff and the decline of the public sector appeal to young people.



Graphic 2: Percentage of public employees in relation to the working population

Source: <http://www.oecd.org/gov/pem/publicemploymentkeyfigures.htm>

Table 1: Evaluation of the number of civil servants in Portugal

Year	Central administration	Regional and local administration	Total
2008	523,117	124,357	547,474
2009	522,925	134,912	657,837
2010	512,424	135,888	648,312
2011	458,951	153,615	612,566
2012	529,698	157,891	699,901
2013	509,554	153,627	674,927

2014	497,146	148,508	656,376
2015	502,461	146,869	659,103
2016	506,811	147,125	664,126
2017	509,833	149,257	669,279
2018	516,108	156,568	683,217
2019	527,687	160,030	698,540

Sources: DGAEP/MMEAP - Civil Service Human Resources Survey (1979, 1983, 1986) | 1st and 2nd General Civil Service Census (1996, 1999) | Public Administration Database (2005) | Information System for State Organization (as from 2007)

From graphic 1, we can see that from 2000 to 2008 to 2012 the proportion of Portuguese public employees in the total working population continued to decline. They were all lower than the average level of the OECD countries. Table 1 shows that the number of civil servants in Portugal's central administration has declined from 2008 to 2011 and from 2012 to 2014. And the total number of civil servants has declined from 2009 to 2011 and from 2012 to 2014.

The Chinese Ministry of Social Affairs has released survey data. In 2015, the number of civil servants resigned in China was less than 12,000, accounting for about 0.2% of the total number of public servants. At that time, a person in charge of the National Civil Service Bureau said that this ratio was within the normal range. However, according to the sample survey, 98% of them regretted it. From 2016 to 2019, the total number of civil servants is stable. Although the number of resignations is increasing every year, there has not yet been a resignation trend. It is worth noting that the number of young people resigns far more than the elderly.

From the above data, we can see that the attractiveness of the public sector to young people is declining.

The financial crisis has led to a sharp reduction in civil servants in many countries, and the employment pattern in the public sector has gradually converged towards the private sector. Therefore, many states have taken measures to formulate policies suitable for the current environment and national development.

Portugal further enacted legislation in 2013 to treat civil servants who do not meet organizational requirements, perform poorly, etc. as excess labor. In this case, putting them in a mobile plan can be redistributed among other public services. If they are not affected by public services, they will be assigned

to the Requalification Program. In such programs, they must follow a training program, and their salaries will reduce to 60%. After one year, wages will be reduced to 40% again for one year. After this period, if the civil servant is not reassigned to the public service, his / her employment contract is completed. It was a smooth process of firing civil servants. In addition to this measure, strategies for encouraging voluntary dismissals in the public sector have also been proposed.²⁰

China began to implement the Civil Service Law in 2006 and began to revise the Civil Service Law in March 2017. The amendment completed in December 2017. The newly revised Civil Service Law will officially implement on June 1, 2019.

The newly revised Civil Service Law has supplemented with adjustments and improvements in the following areas:²¹

The first is to adjust and improve the relevant regulations on civil servants' positions and ranks. Further, promote the reform of civil servants' classification, transform non-leadership posts into levels, and implement a parallel system of jobs and standards. The appointment, removal, promotion, and related provisions of leadership positions and ranks were modified. It helps to mobilize the enthusiasm, initiative, and creativity of the majority of civil servants. It helps to broaden the career development space for civil servants, especially grassroots civil servants, and achieve continuous incentives for civil servants.

The second is to increase regulations, such as strengthening civil servants' supervision and the discipline that public servants should obey. The rules on avoidance, order resignation, and employment restrictions after leaving office were revised and improved. Add regulations on legal liability for violations of disciplines and laws in employment, etc.

The third is to implement the requirements for strengthening positive incentives, improve and improve the civil servants' incentive protection mechanism, and improve the protection of the legitimate rights and interests of public servants.

Fourth, according to the needs of civil servants' management practices, further explicit requirements are put forward for classified examinations, assessments, and training. Make changes to civil servant assessment methods, constitutional oaths, and public selection.

²⁰ Varela-Álvarez E J, de Araújo J F F E, Gamarra Ó B. Civil service and the crisis: A comparative analysis of Iberian countries (2008–2013)[M]//State, Institutions and Democracy. Springer, Cham, 2017: 271-292.

²¹ Sheng Ruowei, Wu Chuqi. Major reform and improvement of China's civil service system. People's Daily. December 30, 2018

2.2 Common problems in public sector incentives

2.2.1 Unfairness and irrationality in the pay system

Compared with the enterprises' compensation system, the compensation system of the public sector is relatively fixed and not flexible enough. For the average employee in the public sector, their salary will be higher than that of the average company employee. But for technical employees, their pay in the public sector and their salary increases are often lower than those of enterprises. The problem of the salary system is one of the reasons for the loss of technical talents.

The unfairness and irrationality of the remuneration system will make many employees feel unfair and prone to job burnout or turnover. It is not conducive to the long-term development of the organization.

From the perspective of the public sector, civil servants are more concerned about pay differences than salary levels. However, the differences in civil servants' abilities, job titles, and work attitudes will necessarily lead to differences in individual pay. Being accepted by most civil servants and reflecting fairness is becoming increasingly important to pay management.

2.2.2 The performance assessment lacks scientificity and effectiveness

The first is the problems in the assessment form itself. There are two significant problems in many assessment systems: lack of credibility and lack of applicability. Lack of reliability means that when one assessor uses the same item to perform more than two assessments on the same object or several assessors use the same item to evaluate the same object. There will be different results. Lack of applicability means the evaluation project's purpose has nothing to do with the conclusion of the evaluation. In the short term, the evaluation results have nothing to do with promotion, and the evaluation results lack applicability. There is no personal development and training plan for the problems in the evaluation, nor the specific link between the assessment results and salary, job adjustment, and selection training, which reduces the incentive effect of pay and promotion. The unscientific evaluation form itself has dramatically affected the follow-up evaluation and incentive function.²²

The second is the error of the results related to the assessor. Some appraisers may have an exaggerated tendency deviation, whose evaluation is higher than the actual situation, causing assessment distortion; The halo effect deviation. One of the examinees' outstanding qualities plays a halo-like role so

²² Liu Jing, Huang Bo. An Analysis of the Incentive Mechanism of Human Resources Management in the Public Sector[J]. Social Scientist. 2007

that the observer cannot see the other attributes of the person and only makes an assessment of the person's entire face from one point. The appraisers may have personal likes and dislikes, which will affect the correct evaluation and cause deviations. This deviation is critical in the practical assessment process.²³

The lack of a standardized and quantitative performance evaluation system for civil servants makes the assigned incentive function insufficient. It is difficult to measure the workload and quality of civil servants, a common problem in many countries. The mobilization of civil servants' enthusiasm and maintenance of work enthusiasm is directly related to the incentive measures adopted by the public sector. At present, the public sector still uses the traditional performance evaluation method based on empirical judgment as to the main body. The individual income and contribution of employees are not close, and egalitarianism exists to varying degrees, making its incentive system lack targeted and fair. The nature and orientation of the civil servants cannot effectively motivate the work of public servants.

2.2.3 Incomplete promotion mechanism and personnel flow mechanism

Up to now, there are still some public officials in government departments affected by traditional ideas. In promotion, they always focus on seniority and leadership, rather than selecting talents based on assessment methods. It makes the promotion mechanism's lack of fairness and impartiality.²⁴ Besides, the supervision mechanism for the promotion of public officials is not perfect. As a result, it is comfortable to appear in the phenomenon of implementing autocratic leadership, nepotism, and power and money transactions. It is difficult and singular to promote as a civil servant. It requires accumulated working years and functional job evaluation. There is no unified promotion standard and the latest rules for the development of senior management, so in many cases, the promotion is not the ability of the employee, but the will or seniority of the officer. Such a situation significantly affects employees' work efficiency and enthusiasm and is not conducive to improving the overall quality of human resources in the public sector.²⁵

The public sector lacks a rational and scientific mechanism for the entry, use, and exit of talents, and the talent mobility system lacks flexibility and competitiveness. Entering the public sector requires layers of assessment and selection, which are challenging. After entering a department, if employees feel that they are not suitable for them, it is not easy to rotate their positions. Leaving the public sector is not as simple as leaving a company — Series of tedious procedures. Compared with enterprises, the human

²³ Wang Yinan. Analysis of the incentive mechanism in human resource management in public sector[J]. Talent, 2010(26):254-255.

²⁴ Jiang Lu. Incentive mechanism of human resource management in public sector[J]. Business and Management, 2018 (8): 18.

²⁵ Qiu Junhong. Innovative countermeasures for incentive mechanism of human resource management in the public sector. 2017

resources management system in the public sector is relatively rigid and not flexible enough. Many young staff members cannot see their development prospects, which is also a significant reason for employee turnover.

The public sector often uses life-long employment. It is difficult to be fired if it does not cause significant work errors or violate relevant laws and regulations. Therefore, when employees have job security, there is not much competitive environment, which often reduces the motivation to work hard. Moderate competition is conducive to stimulating employees to improve themselves and improve work efficiency. A completely non-competitive environment can cause employees to become lazy and inefficient.

2.2.4 Insufficient human resources training and development

Public sector training of employees is sometimes too formalistic and does not allow employees to master and use new job skills. It is usually due to the lack of attention to the analysis of training needs, so the training has no clear goals, and the training content is not practical for employees. It is also difficult to evaluate the effectiveness of training.²⁶ Training is an essential part of human resource management. It can strengthen employees' work skills and increase work efficiency, and it is significant for employees and the public sector. Therefore, the public sector must pay attention to training, analyze training needs, and conduct relevant and diverse training activities for employees.

2.2.5 Insufficient authorization and timely feedback on rewards and punishments

Authorization means that a superior manager grants certain powers to his subordinates to exercise so that assistants have autonomy within their responsibilities and assume corresponding responsibilities. Authorization is widely used in enterprises and has achieved excellent results in terms of incentives. Empowerment reduces the burden on superiors, exerts the ingenuity of subordinates, and improves the organization's efficiency. Authorization can create a sense of ownership for a person, which leads to a sense of responsibility, identity, and belonging. Authorization is also a form of mutual trust because trust is the right way to motivate people on a spiritual level. Full confidence is the greatest reward for employees. This combination of internal motivation and mutual trust can form a virtuous circle, while also giving employees the broadest space for development.

Due to the unique nature of its work in the public sector, many work procedures are complicated and cumbersome. Authorization is not standard in most public organizations, and it is more the two

²⁶ Lijuan Fan. Research motivation mechanism in the public sector human resource management. 2014

management methods that arise from the bureaucracy-assignment and control. These methods put people in a passive state, lack enthusiasm for work, and are usually inefficient. Assignment and control of these methods do not include trust, and the incentive effect is far worse than authorization.

Judging from the current environment, authorization, a management method that prevails in enterprises, can be applied to the public sector. However, because of the unique nature of the public sector, not all public sector work can be authorized to complete, and not all situations can be approved. Sufficient authorization must also pay attention to many issues, such as the selection of authorized objects. The public sector should make appropriate authorization adjustments based on work content and work processes, which not only motivates employees but also improves work efficiency.²⁷

The rewards and punishments of the public sector need to be examined and approved by specific institutional processes to take longer than the private sector. But timely feedback on rewards and punishments is essential for employees. According to reinforcement theory, if reward a particular behavior or enhanced after it occurs, the likelihood of such behavior occurring again increases. Conversely, if punishment gives after taking action, the possibility of relapse will be reduced. However, if the feedback takes too long, the incentive will gradually weaken. Therefore, timely feedback on rewards and punishments is vital for the organization and employees.

2.2.6 Inadequate management of employees' mental health

The public sector generally has the benefit of employee medical examinations and pays attention to employees' physical health. But health is not only physical but also mental health. Nowadays, employees in the workplace generally have mental states with heavy work tasks, high work pressure, unhappy work, and atrophy and depression. These wicked psychological problems have an impact on the employees themselves and the organization.

The phenomenon of overwork due to long working hours in Japanese has reflected in the language. There is a word in Japanese that is called Karoshi. It specifically refers to workers who die from work-related illnesses, heart disease, stroke, or suicide due to work stress. In the 2015-2016 financial year, the Japanese government registered 1,456 deaths from overwork. According to World Health Organization statistics, 3,000 people commit suicide every day worldwide. Suicide due to workplace stress has tripled in recent years.²⁸

²⁷ Ji Hongfei. Use the New Public Management Concept for Reference to Improve the Non-material Incentive Mechanism for Public Sector Personnel[J]. Human Resource Development, 2009(5):90-92.

²⁸ <http://www.199it.com/archives/717381.html>

If the organization cares about the psychological status of employees promptly, professional counseling and assistance will help them adjust their conditions, improve work efficiency, and organizational dependence, which is beneficial to employees and the organization.

First, managing employees' mental health can improve their professionalism and work efficiency. The professionalism of employees is closely related to their mental health. Through the implementation of employee mental health management, employees' pressure is at an optimal level, maintaining professionalism, and fully mobilizing the enthusiasm and creativity of employees, thereby improving the company's work efficiency.

Then, employees' psychological health management can make employees feel that the organization cares about them and makes employees feel more belonging and enthusiastic about work. It helps attract more talented employees, reduces brain drain, and reduces significant human resource risks.

Finally, the psychological health management of employees is conducive to maintaining a good physical and mental state and preventing crisis events. Long-term psychologically unhealthy states tend to make people sensitive, anxious, irritable, etc. If conflicts occur at this time, they will quickly lose control of their emotions, causing an irreversible situation.

Chapter 3 Methodology and results

3.1 Research design

This dissertation aims to study the relationship between non-monetary incentives and young people's employment preferences in the public sector. The primary research method is a questionnaire survey. The content of the questionnaire divided into three parts.

The first part is the student's personal information, including gender and grade.

The second part is students' perception of public and private sector work. The questions in this part are set according to the job characteristic model.

Since almost no undergraduate students have officially worked, regard MPS as job satisfaction as an indicator of young people's employment preferences to test young people's understanding of public and private sector work.

In the questionnaire, there are three questions for each job characteristic and a total of 15 queries. Students choose one of five options: agree completely, agree, neither agree nor disagree, disagree, and disagree completely. The statement of each question is favorable to the public sector, so the more a student agrees, the more he prefers the public sector. The higher the value of MPS, the greater the student's employment preference for the public sector.

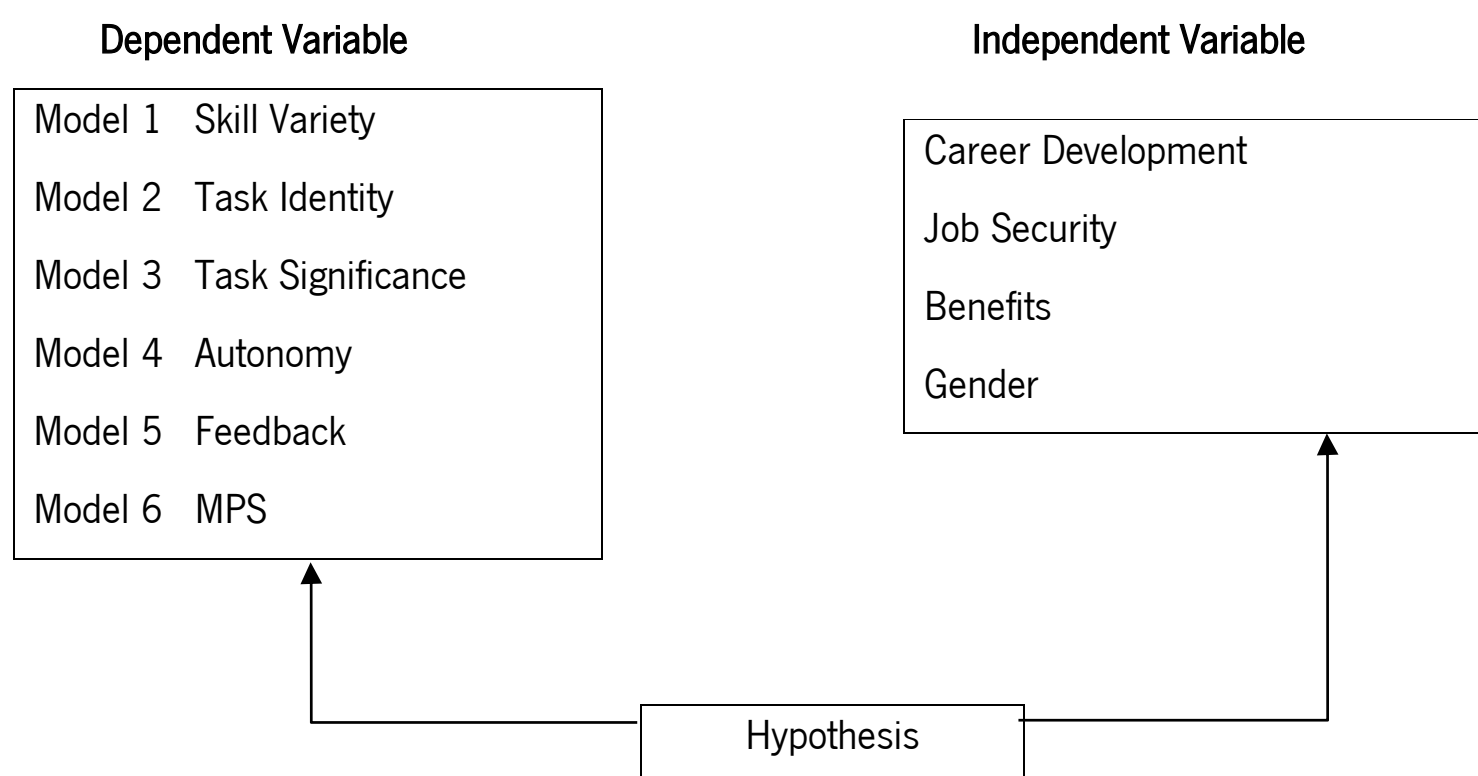
The third part is the students' preference for non-monetary incentives. This questionnaire tested students' preferences for four non-monetary incentives: job security, benefits, promotion, and work-life balance. For each factor, there are three questions and a total of 12 queries. Students rate themselves according to how important they are, 1=not important at all, 2=not very important, 3=a little important, 4=fairly important and 5=very important. After collecting the questionnaires, according to the principal component analysis, the non-monetary incentives factors are divided into three elements: career development, job security, and benefits. The specific content of the questionnaire is shown in Appendix 1.

3.2 Research Hypothesis

Based on the literature review and related theories, I make the following hypothetical model.

There are three non-monetary incentives to measure: career development, job security, and benefits. Use MPS as job satisfaction to measure young people's employment preferences in the public sector. The job characteristics model can measure college student's job satisfaction from job significance, autonomy, and feedback. Among them, job significance is measured from skill variety, task identity, and task significance.

To study the relationship between non-monetary incentives and young people's employment preferences in the public sector. We can make the hypothesis between three non-monetary incentives and MPS (skill variety, task identity, task significance, autonomy, and feedback). And add gender as a control variable.



Graphic 3: Hypothetical Model

According to the hypothetical model, the econometric model can be obtained:

$$Y = \beta_0 + \beta_1 * \text{Career development} + \beta_2 * \text{Job security} + \beta_3 * \text{Benefits} + \beta_4 * \text{Gender}$$

Six models are six independent variables y. Among the independent variables, gender is a binary variable, just a control variable.

For different samples, I will conduct data analysis according to the model assumptions in the above figure. Some conclusions will be drawn after the comparison.

Therefore, based on the literature review and hypothesis model, the specific hypotheticals are as follows.

Career development and job satisfaction

For young people today, they hope that they will have a proper career development in the future, be able to increase their work skills in the work, and gradually grow from a newcomer to the workplace to a professional elite who can work on their own.

Generally speaking, the private sector does a better job of career development planning for employees than the public sector, and there is more room for development in the private sector than in the public sector.

Because promotion in the public sector will follow relevant regulations and have specific rigid indicators such as working years, work performance evaluation, etc., however, the promotion of the private sector is more based on workability. It will have more freedom than in the public sector.

Therefore, it is assumed that career development has a negative impact on college students' employment preferences in the public sector. That is, career development has a negative impact on MPS.

Due to the formula composition of MPS, with the decline of MPS, skill variety, task identity, task significance, work autonomy, and job feedback may all decline. Therefore, assume that career development has a negative impact on skill variety, task identity, task significance, work autonomy, and job feedback.

H1: Career development has a negative impact on MPS.

H1a: Career development has a negative impact on skill variety.

H1b: Career development has a negative impact on task identity.

H1c: Career development has a negative impact on task significance.

H1d: Career development has a negative impact on work autonomy.

H1e: Career development has a negative impact on job feedback.

Job security and job satisfaction

Job security will give employees a sense of security and provide employment protection. Most people hope that their job is secured and can develop in the long term. In this regard, the public sector will have an advantage over the private sector. Because the work in the public sector is relatively secure, unless employees have significant work errors or violated relevant laws and regulations, they will generally not be dismissed at will, and employees do not need to worry about wage arrears. The private sector will decide whether employees will stay or leave based on their work performance and organizational situation.

Therefore, it is assumed that job security has a positive effect on college students' employment preferences in the public sector. That is, job security has a positive impact on MPS.

Due to the formula composition of MPS, as MPS increases, skill variety, task identity, task significance, work autonomy, and job feedback may all increase. Therefore, assume that job safety has a positive impact on skill variety, task identity, task significance, work autonomy, and job feedback.

H2: Job security has a positive impact on MPS.

H2a: Job security has a positive impact on skill variety.

H2b: Job security has a positive impact on task identity.

H2c: Job security has a positive impact on task significance.

H2d: Job security has a positive impact on work autonomy.

H2e: Job security has a positive impact on job feedback.

Benefit and job satisfaction

Now, benefits have become a major competitive force for many companies, and the company's job advertisements will emphasize the benefits of the company's employees to attract candidates.

For the public sector, the main benefits are health insurance, allowances, subsidies, annual leave, etc. However, as the economy develops, the welfare of many public sectors decreases. For the private sector, the benefits vary greatly depending on the company. For small companies, the benefits will be less. Still, for many mature companies, the benefits will include commercial insurance, social insurance, bonuses, paid vacations, corporate travel, and annual Evening party, etc.

The benefits of private companies are more diverse than those of the public sector, and good private sector benefits will attract employees more than the public sector. Therefore, it is assumed that benefit has a negative impact on college students' employment preferences in the public sector. That is, the benefit has a negative impact on MPS.

Due to the formula composition of MPS, as MPS declines, skill variety, task identity, task significance, work autonomy, and job feedback may all decrease. Therefore, assume that benefit has a negative impact on skill variety, task identity, task significance, work autonomy, and job feedback.

H3: Benefit has a negative impact on MPS.

H3a: Benefit has a negative impact on skill variety.

H3b: Benefit has a negative impact on task identity.

H3c: Benefit has a negative impact on task significance.

H3d: Benefit has a negative impact on work autonomy.

H3e: Benefit has a negative impact on job feedback.

3.3 Data collection methods

This time, I use an online questionnaire survey. I published a Chinese questionnaire on Questionnaire Star, a professional questionnaire distribution platform in China. The questionnaire was filled out by the undergraduates students majoring in Public Administration of Nanjing University of Posts and Telecommunications. China's undergraduate program is a four-year program. A total of 202 questionnaires were received, of which 131 were valid, and 71 were invalid. The effective rate of the survey was 64.85%.

A Portuguese questionnaire was designed on the Google questionnaire, which was filled out by undergraduate students majoring in Public Administration of Minho University. The undergraduate degree in Portugal is a three-year program. A total of 62 questionnaires were received, including 56 valid questionnaires and 6 invalid questionnaires. The effective rate of the questionnaire was 90.32%.

3.4 Results

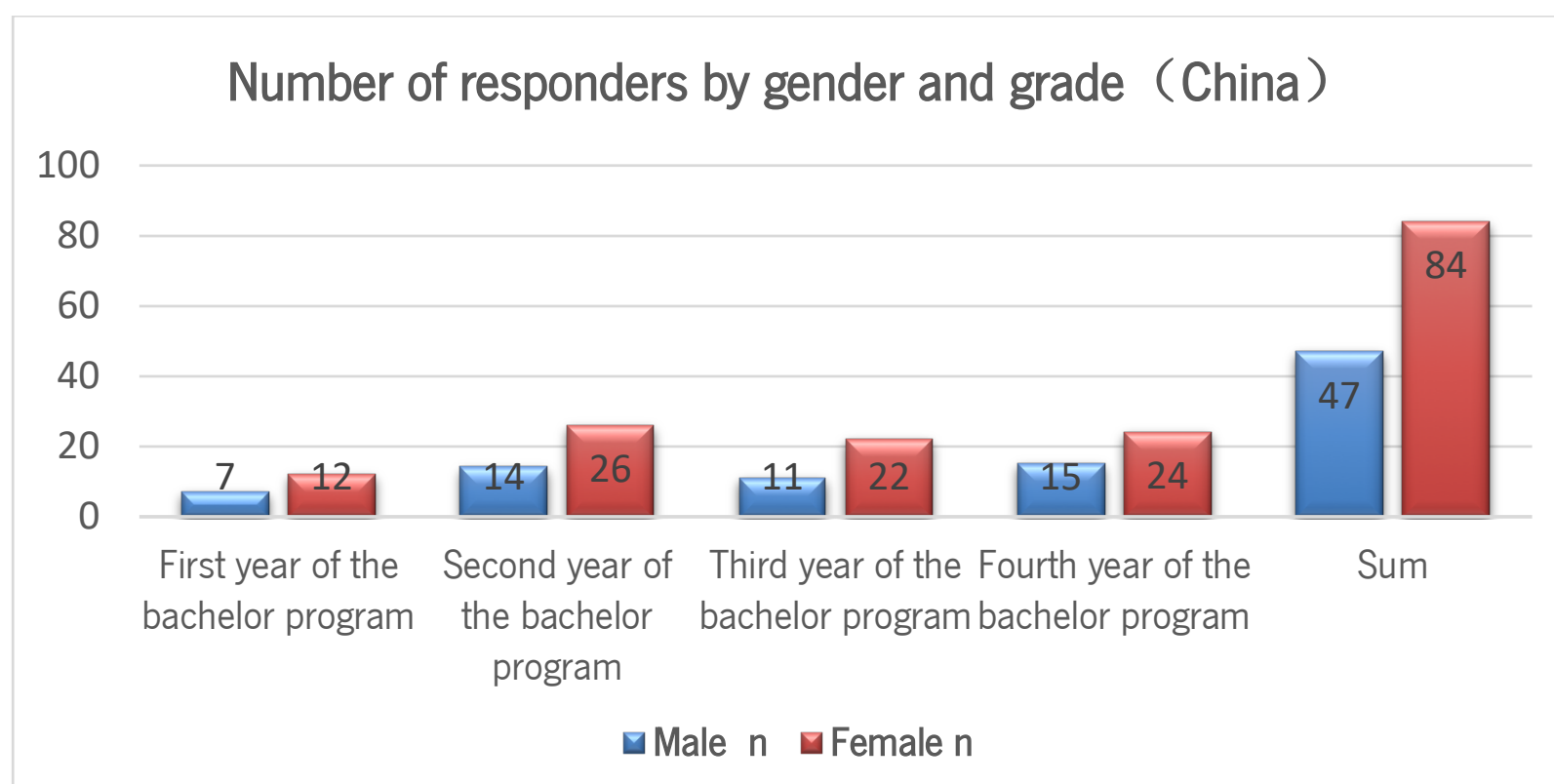
I mainly used Stata software to perform frequency analysis, principal component analysis and linear regression analysis for the samples. The principal component analysis concluded that the three main components of non-monetary incentives are career development, job security, and benefits. The principal component analysis results are shown in Appendix 2.

3.4.1 China questionnaire analysis

In the questionnaire survey in China, there is a 131 useful survey, and 47 males 84 females reply. The detailed information is shown in Table 2 and Graphic 4.

Table 2: Frequency and percentages of each item in the personal information scale (China)

Items	Male		Female		Sum	
	n	%	n	%	n	%
First year of the bachelor program	7	5.34%	12	9.16%	19	14.50%
Second year of the bachelor program	14	10.69%	26	19.85%	40	30.53%
Third year of the bachelor program	11	8.40%	22	16.79%	33	25.19%
Fourth year of the bachelor program	15	11.45%	24	18.32%	39	29.77%
Sum	47	35.88%	84	64.12%	131	100%



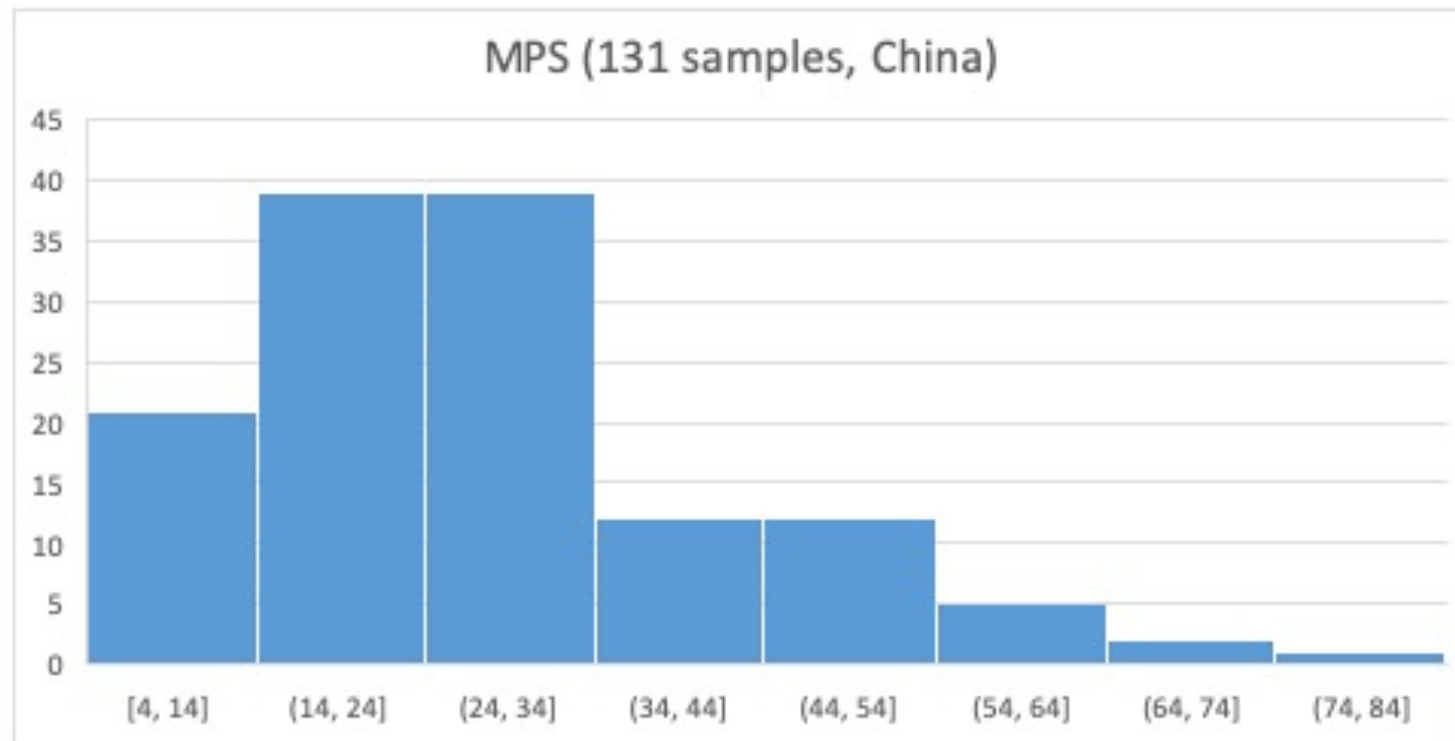
Graphic 4: Number of responders by grade and gender (China)

In general, the number of women responding is relatively large, accounting for 64.12% of the total amount, while the number of men returning accounts for 35.88% of the total number. And in each grade, more girls are responding than boys. Sophomore and senior students responded to more questionnaires, accounting for 30.53% and 29.77% of the total number. They were followed by junior students, accounting for 25.19% of the total amount. The least replies were freshman students, accounting for 14.5% of the total.

Table 3: Descriptive statistics (131samples, China)

VARIABLES	(1) N	(2) mean	(3) Sd.	(4) min	(5) max
Gender	131	1.641	0.481	1	2
Grade	131	2.702	1.050	1	4
Skill variety	131	2.824	0.745	1	4.333
Task identity	131	3.069	0.657	1.333	5
Task significance	131	2.885	0.682	1.333	4.667
Autonomy	131	2.995	0.750	1	5
Feedback	131	2.913	0.773	1	4.667
MPS	131	27.10	14.65	3.778	83.14
Career development	131	3.942	0.832	1.429	5
Job security	131	3.279	0.924	1	5
Benefits	131	3.622	0.895	1	5

According to Table 3, observing the average value in the job characteristics section, the average of task identity and autonomy is relatively high, indicating that the students think that the public sector has done better in these two sections. In the non-monetary incentive part, the average value of career development is the highest, followed by benefits, and finally, job security. Explain that for Chinese college students, it is generally believed that personal career development is the most motivating, then benefits, ultimately, job security. Therefore, the public sector needs to pay attention to the career development planning of employees. Employees feel that they have room for career development; they will be more willing to stay and work.



Graphic 5: Histogram of MPS (131 samples, China)

From the histogram of MPS, the distribution of MPS values is the most in 14-34, followed by 4-14 and 34-54. The overall MPS conforms to a normal distribution.

Table 4: Summarize MPS by gender/ grade

Summarize MPS by gender					
Gender	Obs	Mean	Std.Dev.	Min	Max
male	47	25.75	15.77	5.56	83.13
female	84	27.85	14.03	3.78	71.9

Summarize MPS by grade					
Grade	Obs	Mean	Std.Dev.	Min	Max
1	19	25.83	12.41	5.96	53.33
2	40	24.83	14.27	3.78	65.78
3	33	27.35	13.62	10.86	56.3
4	39	29.83	16.8	7.95	83.14

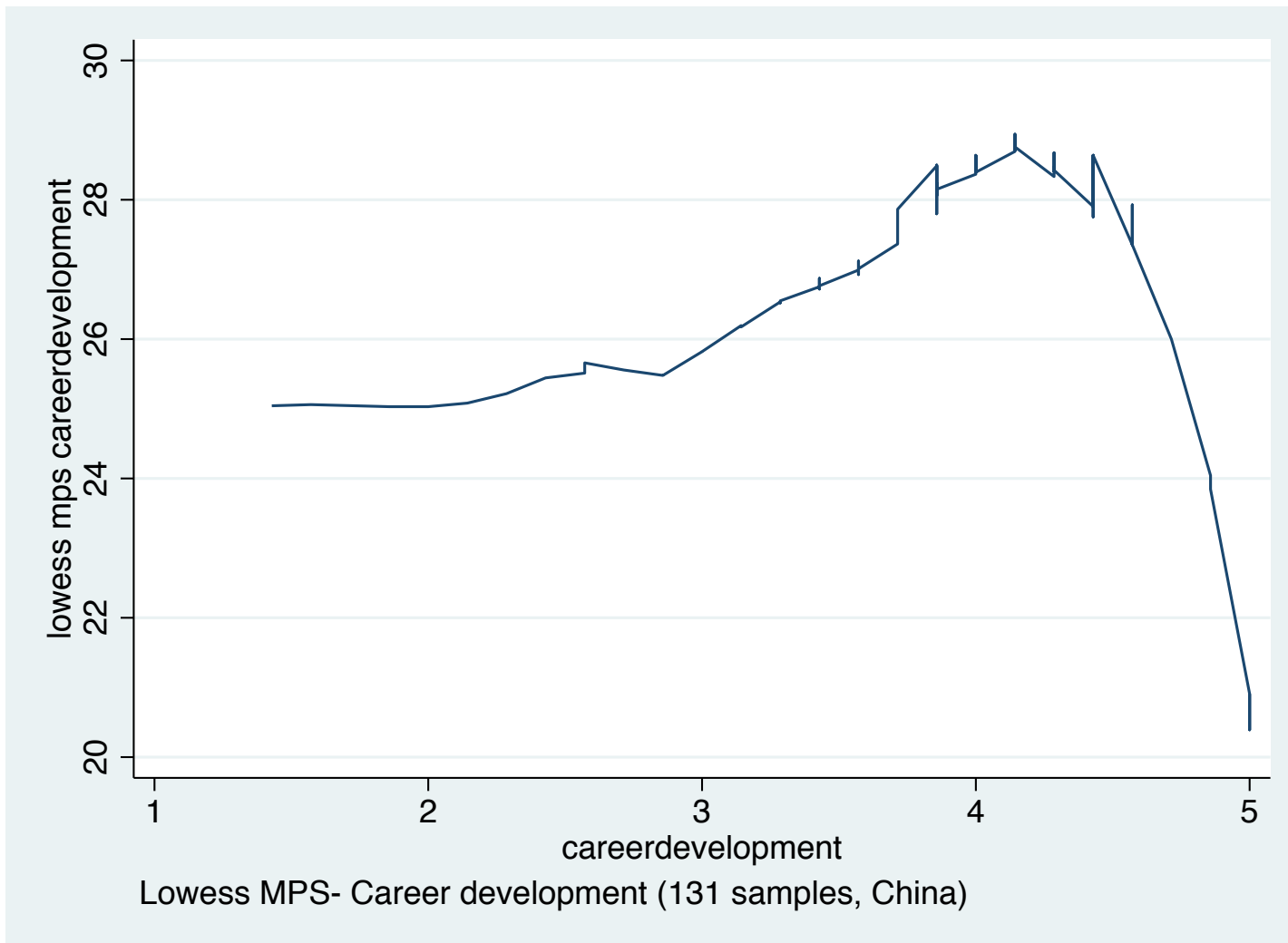
Table 5: Summarize MPS by gender and grade

Grade	Gender	Obs	Mean	Std.Dev.	Min	Max
1	male	7	25.26	11.61	5.96	40
1	female	12	26.16	13.35	10.86	53.33
2	male	14	25.43	17.16	5.56	65.78
2	female	26	24.5	12.81	3.78	56.17
3	male	11	25.87	12.46	10.86	50.79
3	female	22	28.09	14.39	12.44	56.3
4	male	15	26.19	19.36	7.95	83.14
4	female	24	32.11	14.97	11.75	71.9
sum		131	27.1	14.65	3.78	83.14

From Table 4, according to the statistics by gender, the mean MPS of girls is higher than that of boys, that is, girls have a higher preference for public sector work than boys.

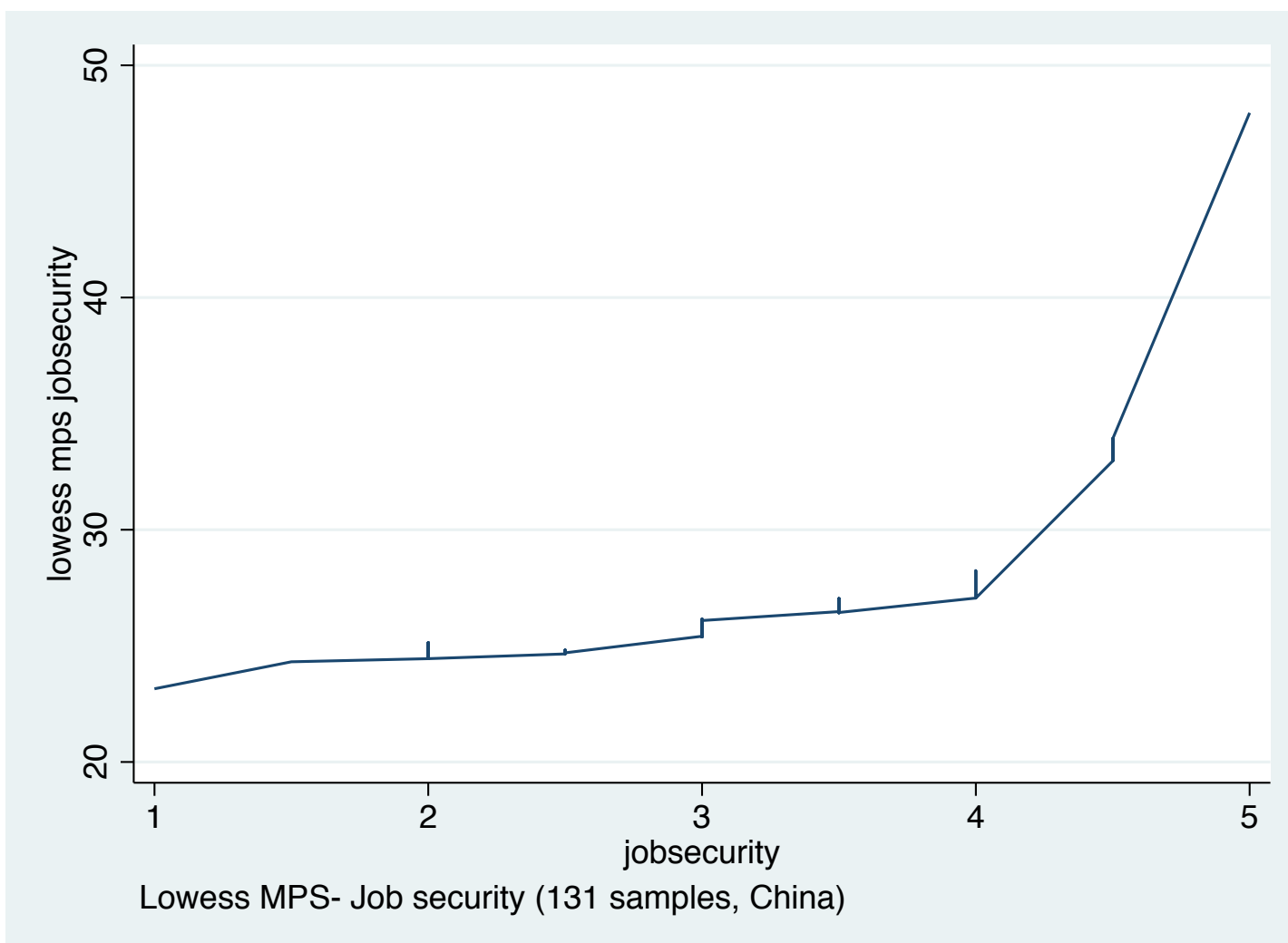
After grouping statistics, according to grades, it shows that the average MPS of senior students is the largest, followed by junior students, then-freshman students, and the lowest in the sophomore students. Senior students have a higher preference for public sector work than younger students.

In Table 5, the average value of the overall MPS is 27.1, the minimum is 3.78, and the maximum is 83.13. According to statistics by gender and grade group, we can see that the average MPS of senior girls is the largest, and the recognition of the public sector is relatively high. According to gender and grade grouping statistics, we can see that the average MPS of senior girls is the largest, and the recognition of the public sector is relatively high. And the girl's average MPS of freshman, juniors, and seniors are higher than boys. Among them, the average MPS of senior girls and junior girls is higher than that of the overall students.



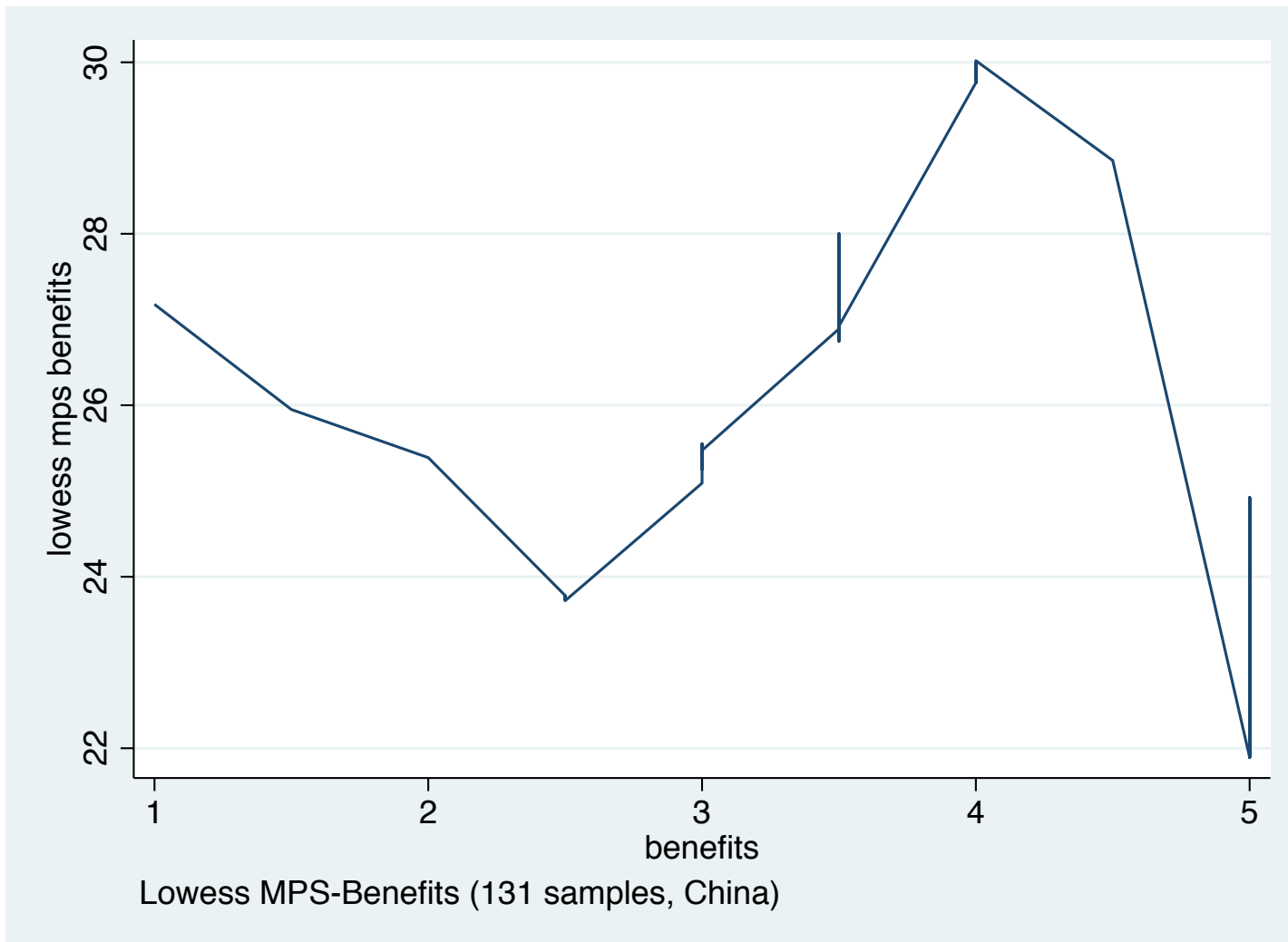
Graphic 6: Lowess curves of MPS and Career development (131 samples, China)

According to the graphic 6, There is no obvious linear relationship between MPS and career development, which is inconsistent with the assumption.



Graphic 7: Lowess curves of MPS and Job security (131 samples, China)

According to the lowess curves of MPS and job security, Job security has a positive impact on MPS. The higher the job security, the greater the student's preference for employment in the public sector. It is consistent with the assumption.



Graphic 8: Lowess curves of MPS and Benefits (131 samples, China)

From graphic 8, There is no obvious linear relationship between MPS and benefits, which is inconsistent with the assumption.

Table 6: Ranking of incentives based on importance (China)

VARIABLES	Content	Mean
incentive5	Social insurance and retirement benefits.	4.290
incentive7	A fair promotion mechanism.	4.092
incentive4	Paid vacations.	3.992
incentive8	Promotion after three years of employment.	3.985
incentive9	Improvement of job-related skills or knowledge after three years of work.	3.901
incentive12	Free time to spend with family and friends. No need to work during spare time.	3.855
incentive11	Flexible working arrangements allow me to implement other life plans and practices.	3.832
incentive2	Stable and relaxed working environment.	3.748
incentive10	I don't need to worry about work when I am with family and friends.	3.733
incentive1	Long-term work contract.	3.458
incentive6	Daily benefits such as shopping vouchers and provision of daily necessities.	3.260
incentive3	A labor system where is difficult to lay off employees.	3.099

Table 6 rank the options of the non-monetary incentives according to the mean. The frequency table and descriptive statistics of each factor can be found in Appendix 3. The results of the three most essential incentives will be introduced first, followed by the effects of the three least important incentives.

Ranked first are social insurance and retirement benefits, 59.54% chose very important, 23.66% chose quite important, 7.63% chose a little important.

The next 45.8% think that A fair promotion mechanism is very important, 32.06% think it is quite important, 12.21% think it is a little important.

The third is Paid vacations. 44.27% think it is very important, 29.77% of people believe it is quite important, 12.98% think it is a little important.

The three incentives with the lowest mean are incentive3, incentive6, and incentive1.

For Long-term work contracts, 22.9% think it is very important, 22.9% think it is quite important, 38.17% think it is a little important.

16.79% of people chose daily benefits, such as shopping vouchers. The provision of daily necessities is very important, 23.66% of people thought it was fairly important, and 36.64% of people chose it a little important.

A labor system where it is difficult to lay off employees has the lowest mean. Only 9.92% chose very important, 26.72% chose quite important, and 34.35% chose a little important.

Table 7: Regression results (131 samples, China)

	(1)	(2)	(3)	(4)	(5)	(6)
VARIABLES	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
	Skill Variety	Task Identity	Task Significance	Autonomy	Feedback	MPS
Career Development	-0.204** (0.0882)	0.0890 (0.0798)	-0.0728 (0.0829)	-0.0408 (0.0882)	-0.0470 (0.0935)	-1.598 (1.733)
Job Security	0.146* (0.0745)	-0.0408 (0.0674)	0.00981 (0.0700)	0.171** (0.0744)	0.100 (0.0790)	3.908*** (1.464)
Benefits	0.0593 (0.0778)	-0.0522 (0.0703)	0.0323 (0.0731)	0.0178 (0.0777)	0.0839 (0.0824)	1.490 (1.528)
Gender	-0.155 (0.135)	0.0566 (0.122)	0.0793 (0.127)	0.243* (0.135)	-0.00778 (0.143)	1.045 (2.657)
Constant	3.191*** (0.421)	2.948*** (0.381)	2.893*** (0.396)	2.132*** (0.421)	2.478*** (0.446)	13.47 (8.270)
Observations	131	131	131	131	131	131
R-squared	0.059	0.013	0.009	0.075	0.020	0.063
F	1.986	0.407	0.293	2.538	0.648	2.121
Prob>F	0.101	0.803	0.882	0.0432	0.629	0.0820

Standard errors in parentheses

*** p<0.01, ** p<0.05, * p<0.

From table 7, Model 1, Model4, Model 6 are significant. The p-value is less than 0.1.

In model 1, career development has a negative impact on skill variety. When career development increases by 1 unit, skill variety decrease by 0.204. H1a hypothesis holds. Job security has a positive effect on skill variety. When job security increases by 1 unit, skill variety will increase by 0.146. H2a hypothesis holds.

In model 4, job security has a positive effect on autonomy. When job security increases by 1 unit, autonomy will increase by 0.171. H2d hypothesis holds. Gender also has a significant impact on autonomy, indicating that there is an individual difference between boys and girls in the cognition of autonomy in the public sector.

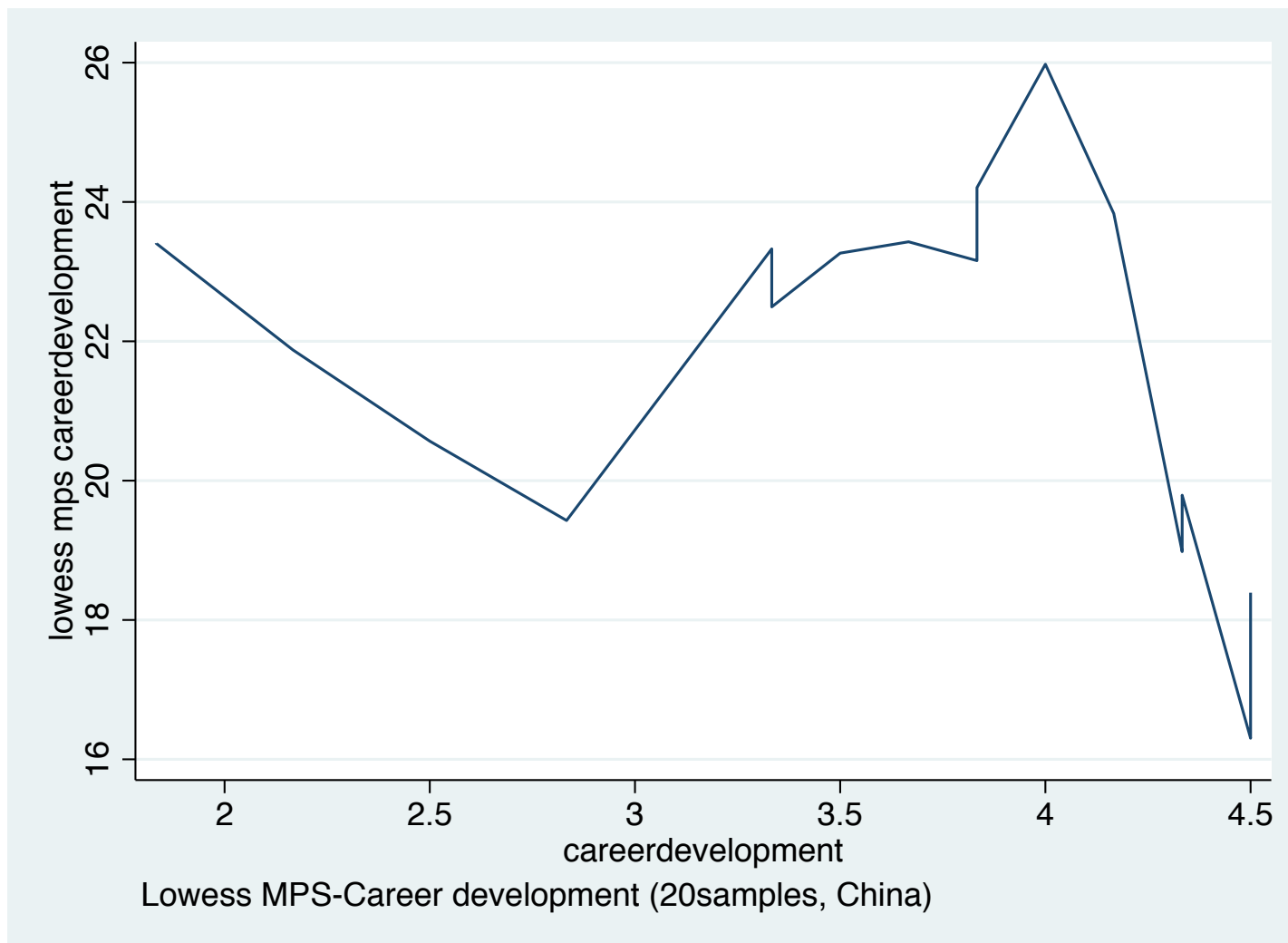
In model 6, job security has a very significant positive impact on MPS. When job security increases by 1 unit, MPS will increase by 3.908. H2 hypothesis holds. Of course, this is related to the MPS formula.

Since many college students in these 131 samples generally choose high scores in the third part, they have not made differentiated choices, which is not conducive to data analysis. Therefore, I selected 20 differently selected questionnaires from 131 samples and analyzed them again.

Table 8: Descriptive statistics (20 samples, China)

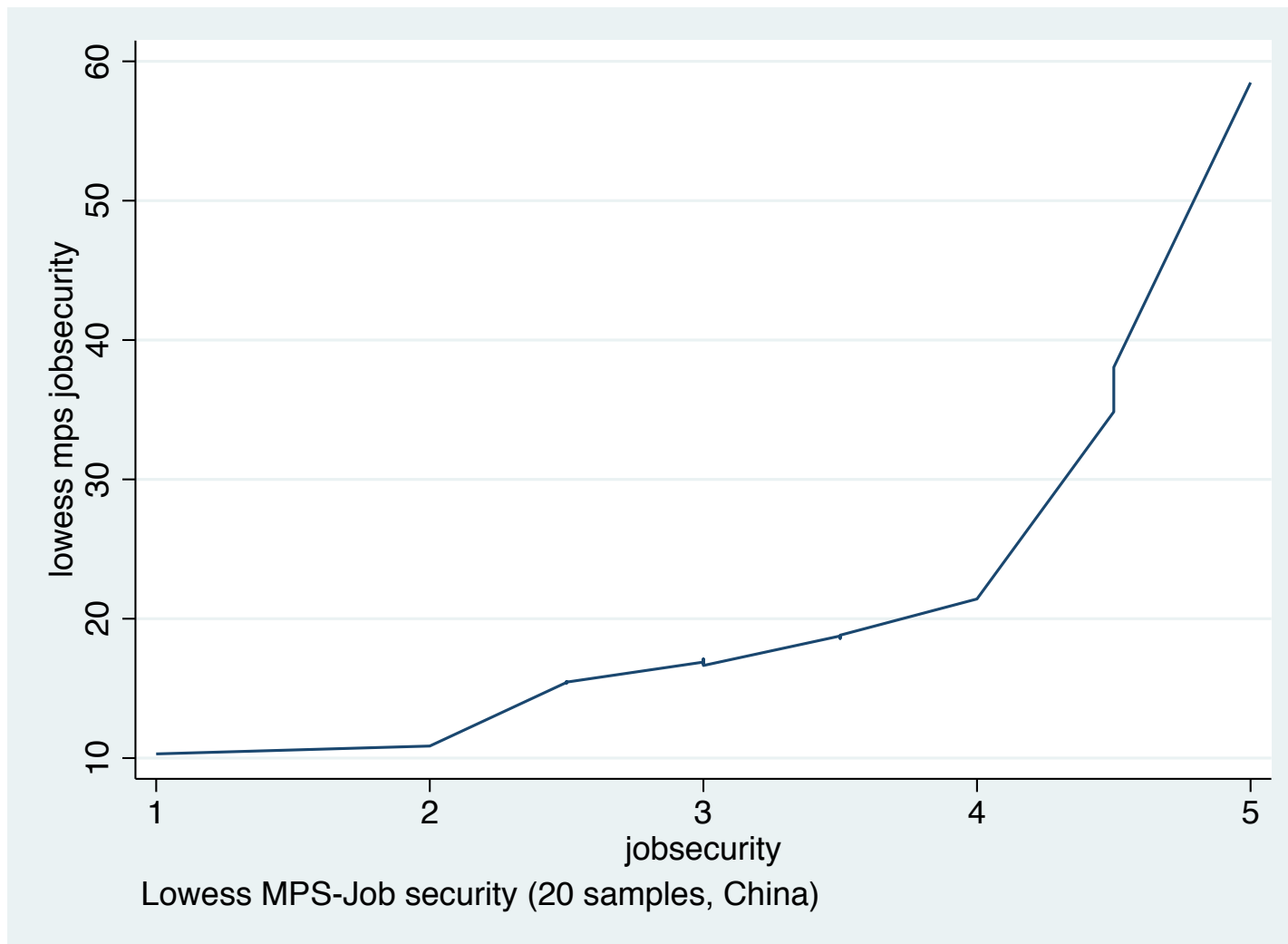
VARIABLES	(1) N	(2) mean	(3) Sd.	(4) min	(5) max
Gender	20	1.500	0.513	1	2
Grade	20	2.700	1.129	1	4
Skill variety	20	2.683	0.671	2	4
Task identity	20	2.850	0.546	2	4.333
Task significance	20	2.667	0.484	1.667	4
Autonomy	20	3.083	0.823	1.667	4.667
Feedback	20	2.467	0.812	1.333	4.667
MPS	20	22.21	15.26	7.951	65.78
Career development	20	3.507	0.813	1.714	4.429
Job security	20	3.300	1.018	1	5
Benefits	20	3.650	0.919	1.500	5

The data statistics are shown in table 8. In terms of job characteristics, the highest average value of autonomy is 3.083. They believe that the public sector has functional work autonomy. The mean value of MPS is 22.21, the minimum value is 7.951, and the maximum value is 65.78. The magnitude and mean of MPS are smaller than the overall sample. For non-monetary incentives, the highest average is benefits, then career development and the lowest is job security. The average value of job security is the weakest of the two samples, which shows that this is no longer the most substantial non-monetary incentive method for young people nowadays. The public sector needs to pay attention to employees' career planning and welfare management and strengthen the incentive effect.



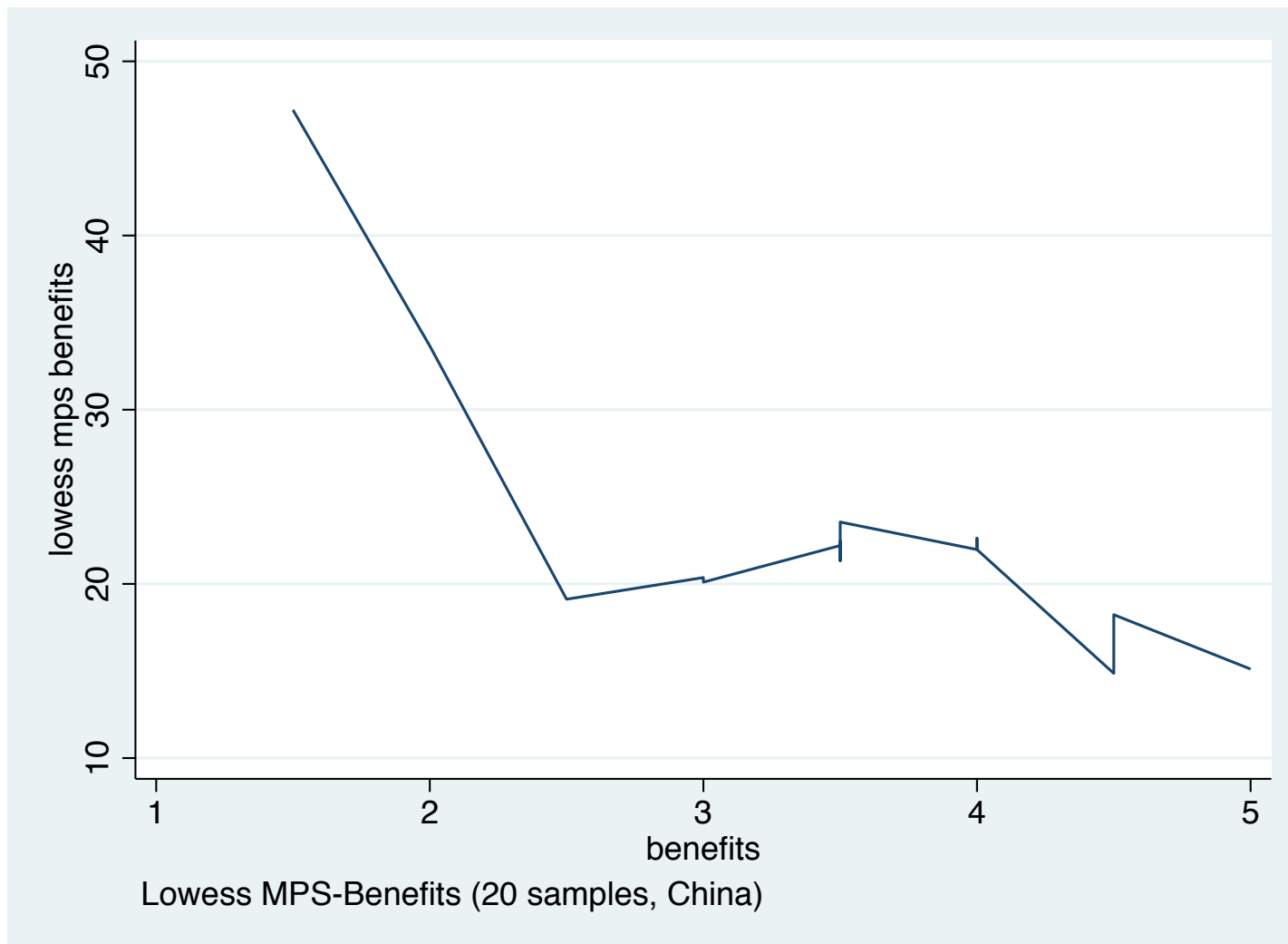
Graphic 9: Lowess curves of MPS and Career development (20 samples, China)

According to the graphic 9, There is no obvious linear relationship between MPS and career development, which is inconsistent with the assumption.



Graphic 10: Lowess curves of MPS and Job security (20 samples, China)

According to the lowess curves of MPS and job security, Job security has a positive impact on MPS. The higher the job security, the greater the student's preference for employment in the public sector. It is consistent with the assumption.



Graphic 11: Lowess curves of MPS and Benefits (20 samples, China)

According to the graphic 11, Benefits has a negative impact on MPS. The higher the benefits, the lower the student's preference for employment in the public sector. It is consistent with the assumption.

Table 9: Regression results (20 samples, China)

	(1)	(2)	(3)	(4)	(5)	(6)
VARIABLES	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
	Skill Variety	Task Identity	Task Significance	Autonomy	Feedback	MPS
Career Development	-0.394*	-0.161	0.00332	-0.204	0.00290	-2.150
	(0.193)	(0.138)	(0.146)	(0.210)	(0.164)	(3.188)
Job Security	0.308*	0.353***	0.175	0.244	0.600***	11.55***
	(0.154)	(0.110)	(0.117)	(0.168)	(0.131)	(2.546)
Benefits	0.0777	-0.217*	-0.185	-0.112	-0.401**	-6.743**
	(0.167)	(0.119)	(0.126)	(0.182)	(0.142)	(2.755)
Gender	-0.304	-0.207	-0.331	0.693*	-0.539*	-6.085
	(0.328)	(0.234)	(0.248)	(0.356)	(0.278)	(5.406)
Constant	3.223**	3.351***	3.247***	2.362*	2.749**	25.37
	(1.177)	(0.839)	(0.891)	(1.279)	(0.998)	(19.40)
Observations	20	20	20	20	20	20
R-squared	0.309	0.469	0.239	0.458	0.661	0.638
F	1.675	3.314	1.177	3.165	7.316	6.595
Prob>F	0.208	0.0391	0.360	0.0450	0.00178	0.00286

Standard errors in parentheses

*** p<0.01, ** p<0.05, * p<0.1

From table 9, Model 2, Model 4, Model 5, and Model 6 are significant. The p-value of model 2 and model 4 is less than 0.05, which is significant. The p-value of model 5 and model 6 is less than 0.01, which is very significant.

In model 2, job security has a very significant positive effect on task identity. When job security increases 1 unit, task identity will increase 0.353. H2b hypothesis holds. Benefits have a negative impact on task identity. When benefits increase 1 unit, task identity will decrease by 0.217. H3b hypothesis holds.

In model 4, Gender also has a significant impact on autonomy, indicating an individual difference between boys and girls in the cognition of autonomy in the public sector.

In model 5, job security has a very significant positive effect on feedback. When job security increases by 1 unit, feedback will increase by 0.6. H2e hypothesis holds. Benefits have a negative impact on t feedback. When benefits increase 1 unit, feedback will decrease by 0.401. H3e hypothesis holds. Gender also has a significant effect on feedback, indicating an individual difference between boys and girls in the cognition of feedback in the public sector.

In model 6, job security has a very significant positive impact on MPS. When job security increases by 1 unit, MPS will increase by 11.55. H2 hypothesis holds. Benefits have a negative effect on MPS. When benefits increase by 1 unit, MPS will decrease by 6.743. H3 hypothesis holds.

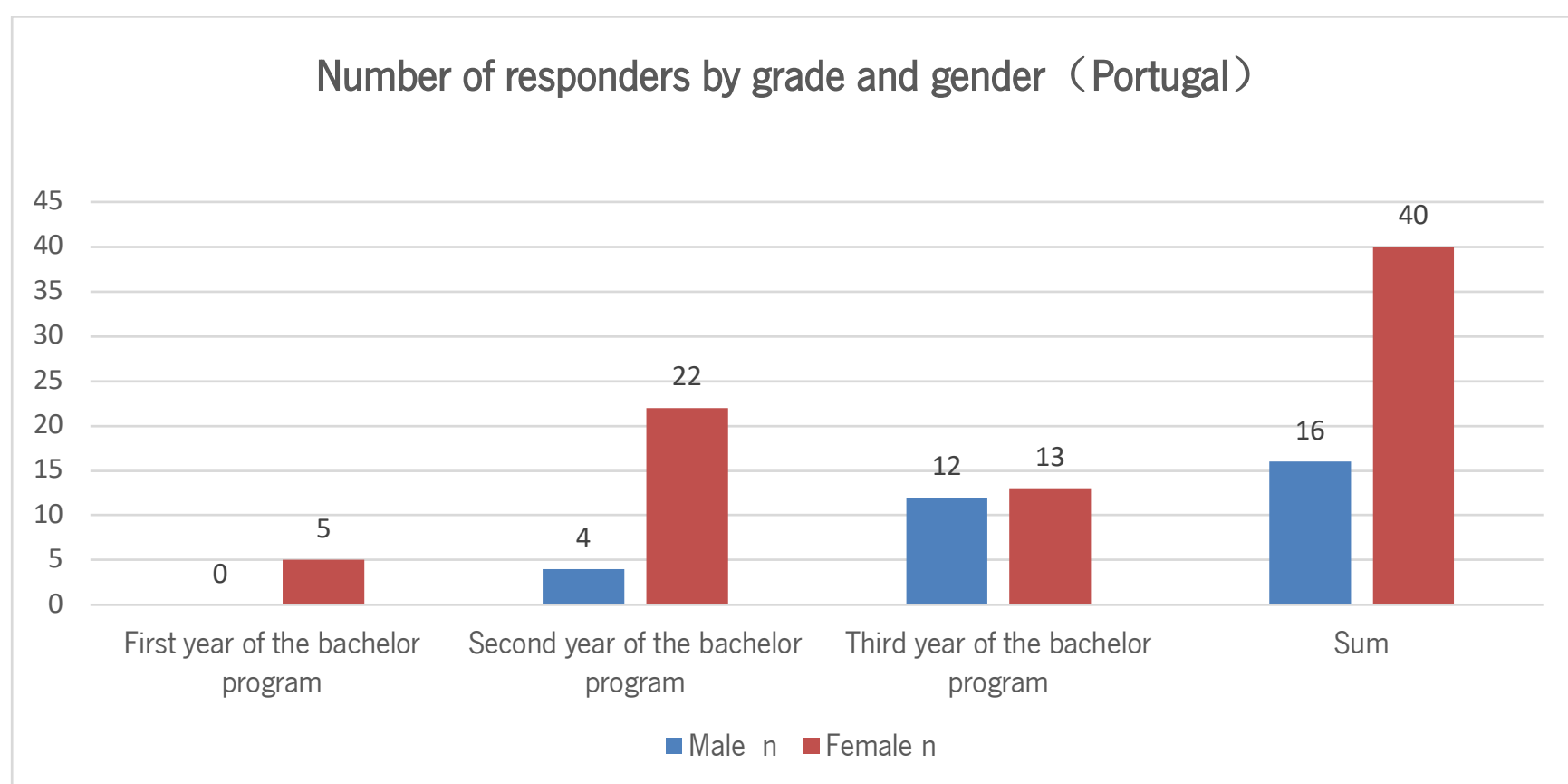
From the analysis of 131 samples and 20 samples, we all get the same result: job security has a positive effect on MPS. The higher the job security, the larger, the MPS value, that is, the greater the preference for the public sector. From the analysis of the sample, job security is an essential factor for the public sector to attract young people, which is the advantage of the public sector. But in the analysis of the two samples, the mean of job security among the three non-monetary incentives is the lowest. It shows that for many young people, job security is not the first factor to be considered in their work, and its incentive effect is limited. Therefore, the public sector needs to understand the employment needs and incentive needs of contemporary young people and formulate corresponding incentive programs according to the requirements to increase their appeal to young people.

3.4.2 Portugal questionnaire analysis

In the questionnaire survey in Portugal, there is a 56 useful survey, and 16 males 40 females reply. The detailed information is shown in Table 10 and Graphic 12.

Table 10: Frequency and percentages of each item in the personal information scale (Portugal)

Items	Male		Female		Sum	
	n	%	n	%	n	%
First year of the bachelor program	0	0.00%	5	8.93%	5	8.93%
Second year of the bachelor program	4	7.14%	22	39.29%	26	46.43%
Third year of the bachelor program	12	21.43%	13	23.21%	25	44.64%
Sum	16	28.57%	40	71.43%	56	100%



Graphic 12: Number of responders by grade and gender (Portugal)

In general, the number of women responding is relatively large, accounting for 71.43% of the total amount, while the number of men returning accounts for 28.57% of the total number. And in each grade,

more girls are responding than boys. Sophomore students responded the most, followed by juniors, and freshman students received fewer responses.

Table 11: Descriptive statistics (61samples, Portugal)

VARIABLES	(1) N	(2) mean	(3) Sd.	(4) min	(5) max
Gender	56	1.714	0.456	1	2
Grade	56	2.357	0.645	1	3
Skill variety	56	2.875	0.828	1	4.33
Task identity	56	2.370	0.687	1	4
Task significance	56	2.959	0.685	1.33	4.33
Autonomy	56	2.304	0.709	1	3.67
Feedback	56	2.667	0.688	1	4
MPS	56	18.24	9.511	1.11	40.74
Career development	56	4.273	0.576	2.714	5
Job security	56	3.845	0.750	2	5
Benefits	56	3.330	0.896	1.5	5

From the table 11, observing the average value in the job characteristics section, the average of skill variety and task significance is relatively high, indicating that the students think that the public sector has done better in these two sections. In the non-monetary incentive part, the average value of career development is the highest, followed by job security, and finally, benefits. It explains that for Portuguese college students, it is generally believed that personal career development is the most motivating, which is the same as the Chinese college students. But they think job security can motivate them more than benefits, which is the opposite of Chinese college students. Therefore, the public sector needs to pay attention to the career development planning of employees. Employees feel that they have room for career development; they will be more willing to stay and work.

Table 12: Ranking of incentives based on importance (Portugal)

VARIABLES	Content	Mean
incentive2	Stable and relaxed working environment.	4.554
incentive5	Social insurance and retirement benefits.	4.518
incentive9	Improvement of job-related skills or knowledge after three years of work.	4.411
incentive7	A fair promotion mechanism.	4.393
incentive12	Free time to spend with family and friends. No need to work during spare time.	4.339
incentive10	I don't need to worry about work when I am with family and friends.	4.107
incentive11	Flexible working arrangements allow me to implement other life plans and practices.	4.036
incentive1	Long-term work contract.	3.926
incentive3	A labor system where is difficult to lay off employees.	3.768
incentive8	Promotion after three years of employment.	3.679
incentive4	Paid vacations.	3.589
incentive6	Daily benefits such as shopping vouchers and provision of daily necessities.	2.982

Table 12 rank the options of the non-monetary incentives according to the mean. The frequency table and descriptive statistics of each factor can be found in Appendix 4. The results of the three most essential incentives will be introduced first, followed by the effects of the three least important incentives.

Ranked first are stable and relaxed working environment, 67.86% chose very important, 21.43% chose quite important, 8.95% chose a little important.

The next 62.5% think that Social insurance and retirement benefits is very important, 26.79% think it is quite important, 10.71% think it is a little important.

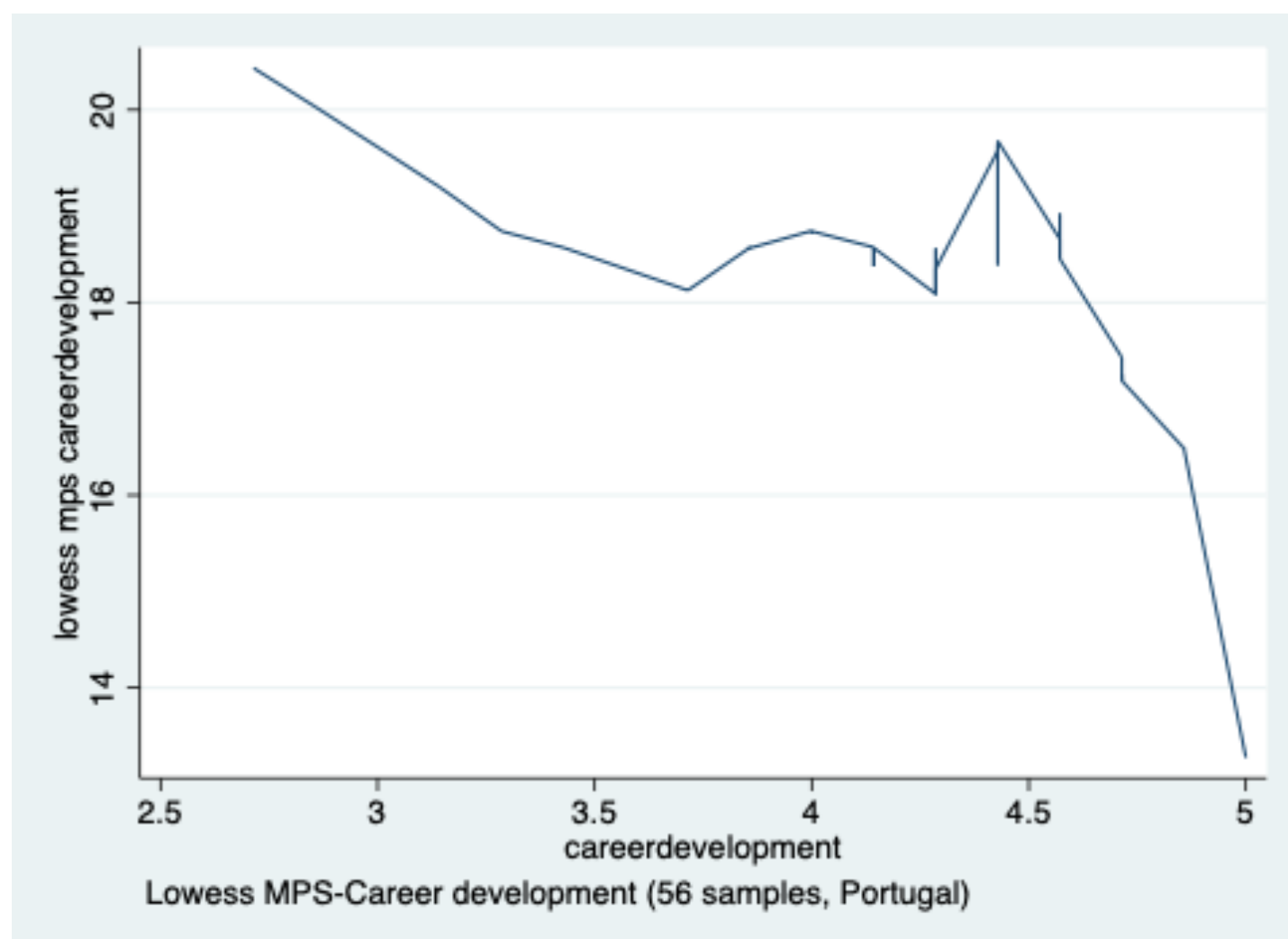
The third is Improvement of job-related skills or knowledge after three years of work. 57.14% think it is very important, 26.79% of people believe it is quite important, 16.07% think it is a little important.

The three incentives with the lowest mean are incentive6, incentive4, and incentive8.

For Promotion after three years of employment, 25% think it is very important, 32.14% think it is quite important, 28.57% think it is a little important.

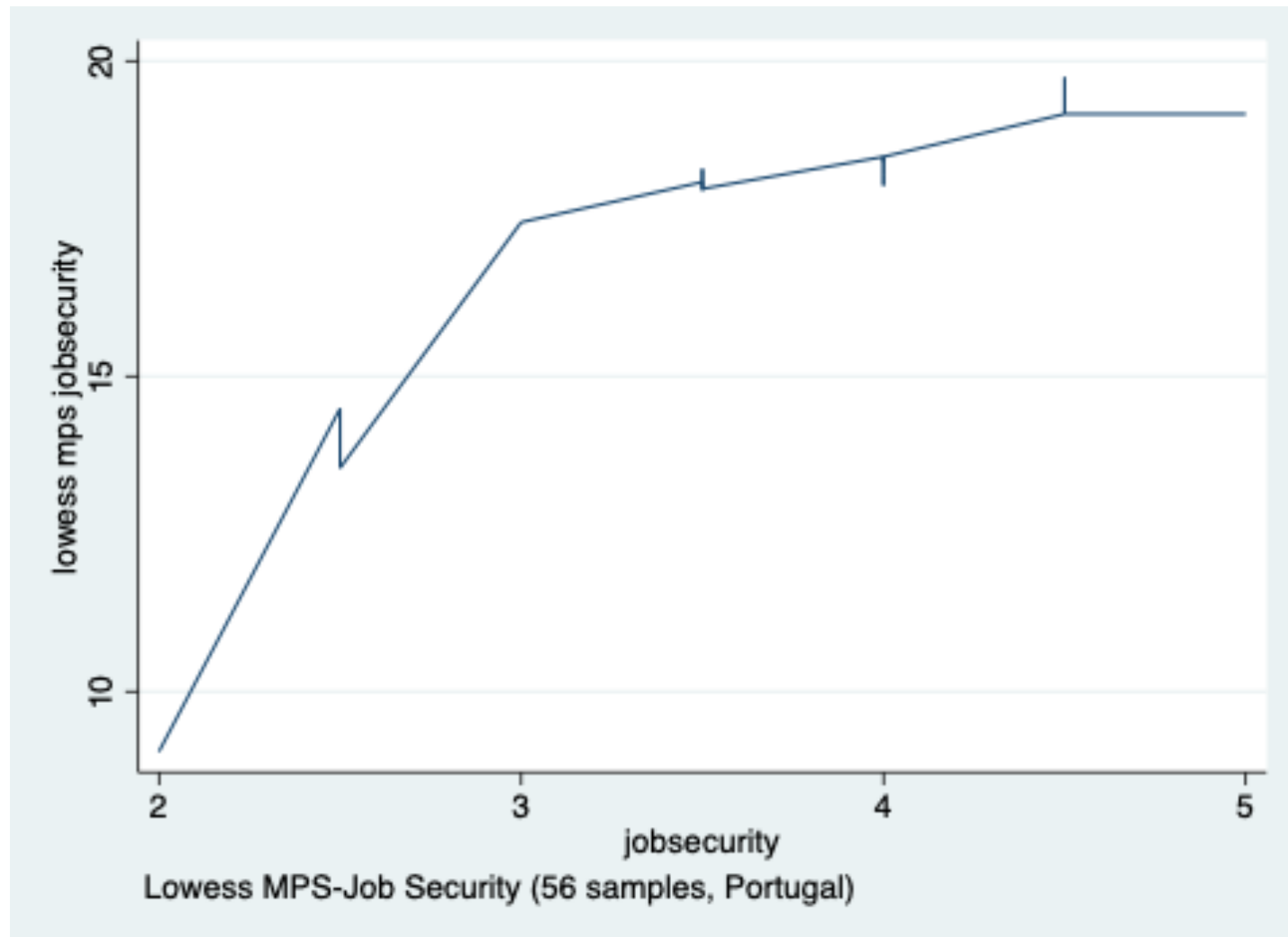
28.57% of people chose Paid vacations is very important, 25% of people thought it was fairly important, and 25% of people chose it a little important.

Daily benefits such as shopping vouchers and provision of daily necessities has the lowest mean. Only 7.14% chose very important, 26.79% chose quite important, and 28.57% chose a little important.



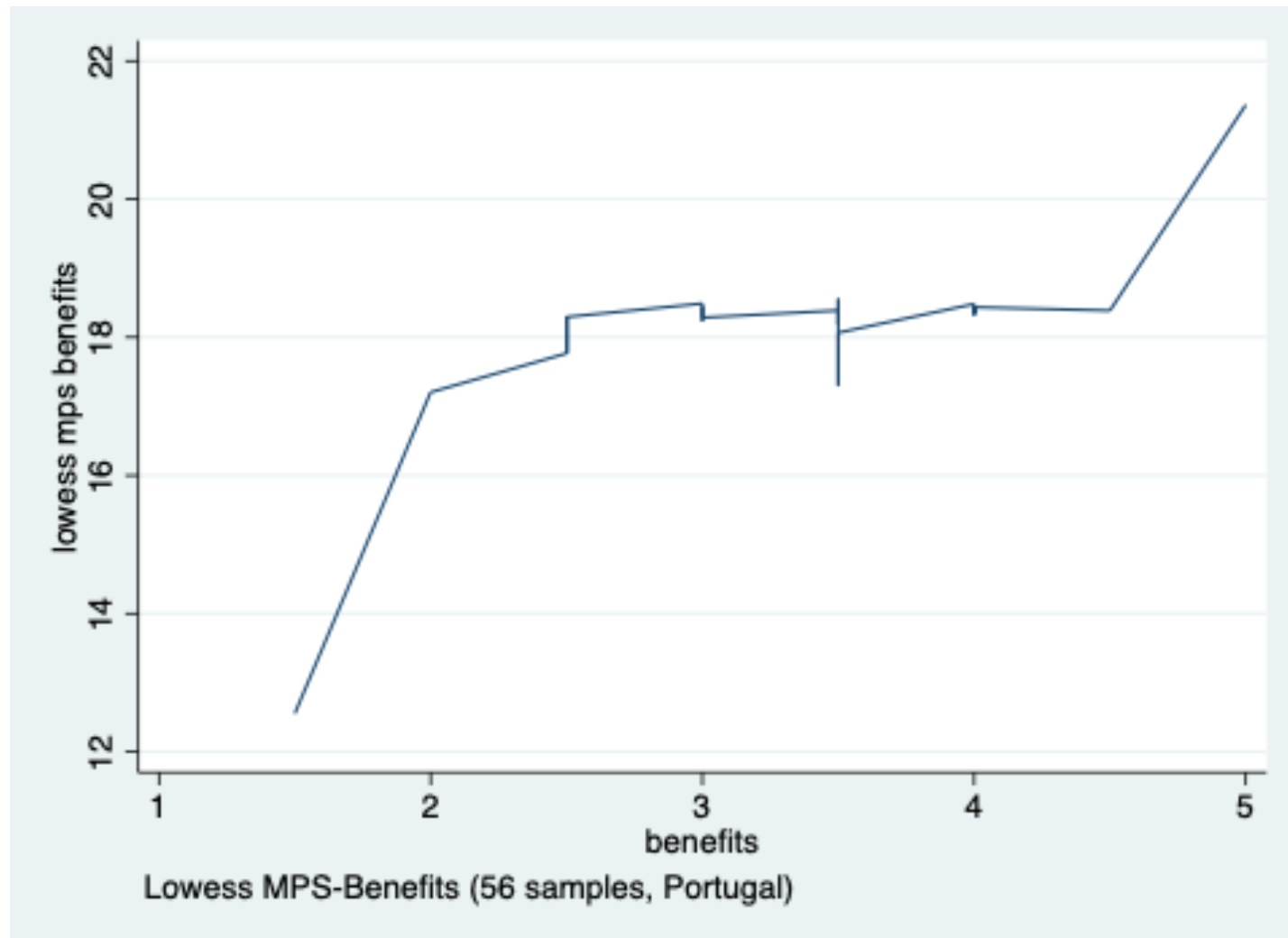
Graphic 13: Lowess curves of MPS and Career development (56 samples, Portugal)

From the graphic 13, there is no obvious linear relationship between MPS and career development, which is inconsistent with the assumption. But from the overall trend, career development and MPS are negatively correlated.



Graphic 14: Lowess curves of MPS and Job Security (56 samples, Portugal)

According to the lowess curves of MPS and job security, Job security has a positive impact on MPS. The higher the job security, the greater the student's preference for employment in the public sector. It is consistent with the assumption.



Graphic 15: Lowess curves of MPS and Benefits (56 samples, Portugal)

According to the graphic 15, there is no obvious linear relationship between MPS and benefits, which is inconsistent with the assumption.

Table 13: Regression results (56 samples, Portugal)

VARIABLES	(1) Model1 Skill Variety	(2) Model2 Task Identity	(3) Model3 Task Significance	(4) Model4 Autonomy	(5) Model5 Feedback	(6) Model6 MPS
Career development	-0.468* (0.258)	-0.555** (0.219)	-0.492** (0.223)	-0.191 (0.233)	-0.604*** (0.211)	-4.877 (3.116)
Job security	0.0346 (0.148)	0.161 (0.125)	0.0694 (0.128)	0.0360 (0.134)	0.0779 (0.121)	1.962 (1.785)
Benefits	0.480*** (0.165)	0.134 (0.140)	0.283* (0.142)	0.112 (0.149)	0.413*** (0.134)	2.775 (1.990)
Gender	0.235 (0.233)	0.0479 (0.198)	-0.00893 (0.202)	-0.407* (0.211)	-0.325* (0.190)	-3.417 (2.818)
Constant	2.739*** (0.959)	3.594*** (0.815)	3.868*** (0.830)	3.307*** (0.868)	4.132*** (0.783)	28.14** (11.60)
Observations	56	56	56	56	56	56
R-squared	0.174	0.133	0.097	0.078	0.202	0.086
F	2.682	1.960	1.371	1.074	3.222	1.198
Prob>F	0.0417	0.115	0.257	0.379	0.0197	0.323

Standard errors in parentheses
 *** p<0.01, ** p<0.05, * p<0.1

From table 13, model 1 and model 5 are significance. The p-value of model 1 and model 5 are less than 0.05, which is significant.

In model 1, career development has a significant negative effect on skill variety. When career development increases 1 unit, skill variety will decrease 0.468. H1a hypothesis holds. Benefits have a positive impact on skill variety. When benefits increase 1 unit, skill variety will increase by 0.48. H3a hypothesis not holds.

In model 5, career development has a very significant negative effect on feedback. When career development increases by 1 unit, feedback will decrease by 0.604. H1e hypothesis holds. Benefits have a positive impact on feedback. When benefits increase 1 unit, feedback will increase by 0.413. H3e hypothesis not holds. Gender also has a significant effect on feedback, indicating an individual difference between boys and girls in the cognition of feedback in the public sector.

From the model 1 and model 5, we get the results: career development has a negative effect on skill variety and feedback. The higher the career development, the lower, the skill variety and feedback, that is, the lower the preference for the public sector. So, if young people are pursuing their career development very much, then they consider the possibility of employment in the public sector to be lower.

Conclusion

This dissertation aims to analyze which non-monetary incentives attract college students to work in the public or private sector. Assume that job security has a positive impact on college students' employment preferences in the public sector, and career development and benefits have a negative impact on college students' employment preferences in the public sector.

Through the online questionnaire survey and analysis of Chinese college students, it shows that job security has a significant positive impact on college students' choice of employment preferences in the public sector. It indicates that the feature of job security in the public sector is one of the reasons that attracts many young people to work, which is the advantage of the public sector. However, as the economic environment changes, the public sector will also face various reforms. It is difficult to determine whether this advantage can be maintained forever. Therefore, the public sector should pay attention to the motivational needs of contemporary young people, comprehensively understand and adjust from multiple aspects, and try to meet their needs to attract and retain talent.

The analysis of the online questionnaire survey of Portuguese college students has the following conclusions: Career development has a negative effect on skill variety and job feedback. This shows that in the minds of many college students, public sector work is not conducive to their career development.

In all the sample analysis, for the three non-monetary incentives, whether it is a Chinese college student or a Portuguese college student, the mean of career development is the highest. It shows that young people today believe that career development can best motivate them, and that this is more important than job security. Since most young people's material is not particularly lacking and well-educated, in the context of globalization, they are now more pursuing the realization of self-worth. Most of them already met the low-level material needs so that the spiritual needs will be higher than those of the previous generation. Therefore, the public sector should devote itself to the career development planning of employees, discover their strengths, conduct training in various aspects, and provide multiple promotion channels for employees. For the three non-material incentives with the highest average value, Portuguese students and Chinese students have different options. This shows that students in different countries have different preferences for non-material incentives. Therefore, the public sector must be aware that employee needs are diverse and vary from person to person. Only by understanding their needs, and guiding them correctly and supporting them reasonably, can the enthusiasm of the employees be effectively mobilized and the effect of incentives achieved.

The benefit is an excellent non-monetary incentive and a supplement to monetary incentives. Although the results obtained in linear regression analysis are not significant, this is one of the reasons why many companies attract talented people to work. For example, Google and Huawei, their welfare for employees such

as high-quality canteens, employee gyms, etc. make many people want to work there. Therefore, the public sector also needs to pay attention to the welfare needs of employees.

This dissertation has some limitations. First of all, the questionnaire survey was conducted only at one university each in China and Portugal. The scope of the survey is not broad enough, and the number is not enough. Also, many college students prefer the 4 "fairly important" and 5 "very important" options in the third part of the questionnaire, that is, their preference for non-monetary incentives. The selection difference is relatively small, which is not conducive to data analysis. If the follow-up study increases the sample size and scope, it may lead to more reliable data and conclusions.

Also, there are many issues in this dissertation that have not been explored further, such as college students' preference for other forms of non-monetary incentives. For example, due to the fierce competition today, more and more young people will have a lot of pressure in the workplace, which leads to various psychological problems. Therefore, many people are also very concerned about their mental health, which is worthy of the organization's attention. Besides, in different countries, different cities, different universities, and even different majors, whether there is a significant difference between the preferences of college students for these non-monetary incentives, the preference for employment in the public and private sectors, it is also worthy of in-depth study. These questions require a more extensive and comprehensive investigation and research.

Bibliography

- Adekola B. Career planning and career management as correlates for career development and job satisfaction. A case study of Nigerian Bank Employees. "[J]. Australian Journal of Business and Management Research, 2011, 2.
- Artz B. Fringe benefits and job satisfaction[J]. International journal of manpower, 2010.
- Chen Ling. Research on the Dilemma and Breakthrough of Human Resources Management in the Public Sector – Based on the New Public Management.2019
- Chen T Y, Chang P L, Yeh C W. A study of career needs, career development programs, job satisfaction and the turnover intentions of R&D personnel[J]. Career development international, 2004.
- Chen Ying. The Research on Non-material Incentives of Public Sectors —Take the Administrative Service Center of a Certain City as an Example. 2019.
- Chin C L. The influence of job satisfaction on employee turnover intention in the manufacturing industry of Malaysia[J]. Journal of Arts & Social Sciences, 2018, 1(2): 53-63.
- DeSantis V S, Durst S L. Comparing job satisfaction among public-and private-sector employees[J]. The American Review of Public Administration, 1996, 26(3): 327-343.
- Fan Lijuan. Research motivation mechanism in the public sector human resource management. 2014
- Hur H. Job security matters: A systematic review and meta-analysis of the relationship between job security and work attitudes[J]. Journal of Management & Organization, 2019: 1-31.
- Ji Hongfei. Use the New Public Management Concept for Reference to Improve the Non-material Incentive Mechanism for Public Sector Personnel[J]. Human Resource Development, 2009(5):90-92.
- Jiang Lu. Incentive mechanism of human resource management in public sector[J]. Business and Management, 2018 (8): 18.
- Kampkötter P. Performance appraisals and job satisfaction[J]. The International Journal of Human Resource Management, 2017, 28(5): 750-774.
- Katherine Barrett,Richard Greene. How Public Employee Benefits (Beyond Pensions and Health Care) Compare to the Private Sector's. 2018.
- Kaur J, Randhawa D S. Work-life balance: It's relationship with stress, mental health, life and job satisfaction among employees of private sector banks of chandigarh and adjoining areas(mohali and panchkula) [J]. 2017.
- Kosteas V D. Job satisfaction and promotions[J]. Industrial Relations: A Journal of Economy and Society, 2011, 50(1): 174-194.
- Lai C. Motivating employees through incentive programs[J]. 2009.
- Li Man. Research on the Influencing Factors of Work-Life Balance of Internet Industry Staff. 2018.

- Li Zhi, Hu Jing. Research on Non-material Incentives of Enterprise Employees[J]. Journal of Chongqing University (Social Science Edition), 2007, 13(1).
- Lin Yicong. A Study on Incentive Mechanism of Human Resource Management in Public Sectors. 2016
- Liu Jing, Huang Bo. An Analysis of the Incentive Mechanism of Human Resources Management in the Public Sector[J]. Social Scientist. 2007
- Lu H, While A E, Barriball K L. Job satisfaction and its related factors: a questionnaire survey of hospital nurses in Mainland China[J]. International journal of nursing studies, 2007, 44(4): 574-588.
- Markovits Y, Davis A J, Fay D, et al. The link between job satisfaction and organizational commitment: Differences between public and private sector employees[J]. International Public Management Journal, 2010, 13(2): 177-196.
- Merga H, Fufa T. Impacts of working environment and benefits packages on the health professionals' job satisfaction in selected public health facilities in eastern Ethiopia: using principal component analysis[J]. BMC health services research, 2019, 19(1): 494.
- Mušura A, Koričan M, Krajnović S. Work-life and life-work conflicting croatian companies: Some perspectives[J]. International Journal of Organization Theory & Behavior, 2013.
- Nikolaou A, Theodossiou I, Vasileiou E G. Does job security increase job satisfaction? A study of the European experience[C]//2nd World Conference SOLE/EALE, European Association of Labour Economists, San Francisco. 2005.
- Norman Schofield, Gonzalo Caballero. States, Institutions Democracy -Contributions of Political Economy. 2017.
- Smith J L, Handley I M, Rushing S, et al. Added benefits: How supporting women faculty in STEM improves everyone's job satisfaction[J]. Journal of Diversity in Higher Education, 2018, 11(4): 502.
- Spector P E. Industrial-Organizational Psychology[J]. Psychology, 2008.
- Stephen P. Robbins, Timothy A. Judge. Organizational Behavior, Twelfth Edition. 2007.
- Sun Huiqin. The Application of Incentive Mechanism in Public Administration[J]. Science and Technology Innovation Herald, 2013, 000(031):173-173.
- Sverke M, Låstad L, Hellgren J, et al. A meta-analysis of job insecurity and employee performance: testing temporal aspects, rating source, welfare regime, and union density as moderators[J]. International journal of environmental research and public health, 2019, 16(14): 2536.
- Tang L. Public Service Motivation and Public Sector Incentive[C]//2017 3rd International Conference on Economics, Social Science, Arts, Education and Management Engineering (ESSAEME 2017). Atlantis Press, 2017.
- Varela-Álvarez E J, de Araújo J F F E, Gamarra Ó B. Civil service and the crisis: A comparative analysis of Iberian countries (2008–2013)[M]//State, Institutions and Democracy. Springer, Cham, 2017: 271-292.

- Walga T K. Job satisfaction and satisfaction with work-life balance across cultures[J]. *Journal of Intercultural Management*, 2018, 10(2): 159-179.
- Wang Xuejun. Human resources management system in the public sector of the United States [J]. *Human Resources Development*, 2005 (8).
- Wang Yinan. Analysis of the incentive mechanism in human resource management in public sector[J]. *Talent*, 2010(26):254-255.
- Winda O, Nayati U H, Arik P. Impact of compensation and career development on job satisfaction and employees performance[J]. *Russian Journal of Agricultural and Socio-Economic Sciences*, 2017, 64(4).
- Wu Zhihua. Current foreign civil service system[M]. Shanghai: Shanghai Jiaotong University Press, 2008(303)
- Yarbrough S, Martin P, Alfred D, et al. Professional values, job satisfaction, career development, and intent to stay[J]. *Nursing Ethics*, 2017, 24(6): 675-685.
- Zhao Chen, Jiang Hao. Research on the Status Quo and Countermeasures of Brain Drain in Chinese Civil Servants. 2005.
- Zhao Yixuan. Job Characteristics and Millennial Employee Well-being—A Research Based on the Self Determination. 2016.

Appendix 1

Survey on the Preference of College Students of Employment in the Public or Private Sector

Thank you for participating in this questionnaire survey. The survey results are for academic use only, and your answers are strictly confidential. There are no right or wrong answers. Please answer according to your true thoughts.

I. Personal information

1. Your gender :
 - Male
 - Female
2. What grade are you currently studying at:
 - First year of the bachelor program
 - Second year of the bachelor program
 - Third year of the bachelor program
 - Fourth year of the bachelor program

II. Your perception of employment in the public and private sector.

Please indicate the extent to which you agree with the following statements:

	Completely Agree	Agree	Neither Agree nor Disagree	Disagree	Completely Disagree
1. Working in the public sector requires more skills than working in the private sector.					
2. Jobs in the public sector are more complicated than jobs in the private sector.					
3. There are more opportunities to deal with different matters in the public sector than in the private sector.					
4. Working in the public sector allows me to solve "all" issues independently, rather than just solving one or two steps of an issue, more than in the private sector.					
5. Working in the public sector allows me to complete a workflow independently, more than in the private sector.					
6. Jobs in the public sector require less teamwork than jobs in the private sector.					

7. The content of work in the public sector has a greater impact on the lives of others than the work in the private sector.					
8. The work of the public sector is more important and meaningful than the work of the private sector.					
9. The work of public sector employees is more important to the overall work plan of an organization than the work of a private sector employee.					
10. I have more freedom to express my thoughts and opinions about work in the public sector than in the private sector.					
11. There is more freedom in the public sector than in the private sector to let me decide how to do my job.					
12. In the public sector there is greater consideration for workers' interests and feelings than in the private sector.					
13. Working in the public sector allows me to know the quality of my performance at work more quickly than in the private sector.					
14. Working in the public sector allows me to know the quality of my performance at work more directly and clearly than in the private sector.					
15. Compared with the private sector, working in the public sector allows me to clearly see the results of my work.					

III. Your Non-monetary incentive preferences.

This questionnaire mainly includes the following non-monetary incentives: job security, fringe benefits, promotions, balance between work and personal life.

Based on your opinion, classify how important the following incentives are to you :

(1 was "not important at all", 2 "not very important", 3 "a little important", 4 "fairly important" and 5 "very important".)

	1	2	3	4	5
1. Long-term work contract.					
2. Stable and relaxed working environment.					
3. A labor system where is difficult to lay off employees.					
4. Paid vacations.					
5. Social insurance and retirement benefits.					
6. Daily benefits such as shopping vouchers and provision of daily necessities.					
7. A fair promotion mechanism.					
8. Promotion after three years of employment.					
9. Improvement of job-related skills or knowledge after three years of work.					
10. I don't need to worry about work when I am with family and friends.					
11. Flexible working arrangements allow me to implement other life plans and practices.					
12. Free time to spend with family and friends. No need to work during spare time.					

Appendix 2

Principal components-Rotated components (blanks are abs(loading)<.3)

Variable	Comp1	Comp2	Comp3	Unexplained
Incentive1: Long-term work contract.		0.5417		0.4722
Incentive2: Stable and relaxed working environment.	0.4013			0.4011
Incentive3: A labor system where is difficult to lay off employees.		0.6874		0.2941
Incentive4: Paid vacations.	0.4011			0.382
Incentive5: Social insurance and retirement benefits.	0.3268			0.4682
Incentive6: Daily benefits such as shopping vouchers and provision of daily necessities.			0.8094	0.239
Incentive7: A fair promotion mechanism.	0.3411			0.4349
Incentive8: Promotion after three years of employment.			0.5271	0.4368
Incentive9: Improvement of job-related skills or knowledge after three years of work.	0.3746			0.3875
Incentive10: I don't need to worry about work when I am with family and friends.	0.3103			0.4825
Incentive11: Flexible working arrangements allow me to implement other life plans and practices.				0.536
Incentive12: Free time to spend with family and friends. No need to work during spare time.	0.309			0.439

Appendix 3

Frequency and percentages of each item in the perception of non-monetary incentives scale (China)

Items	Not important at all		Not very important		A little important		Fairly important		Very important	
	n	%	n	%	n	%	n	%	n	%
1. Long-term work contract.	9	6.87%	12	9.16%	50	38.17%	30	22.90%	30	22.90%
2. Stable and relaxed working environment.	9	6.87%	9	6.87%	22	16.79%	57	43.51%	34	25.95%
3. A labor system where is difficult to lay off employees.	10	7.63%	28	21.37%	45	34.35%	35	26.72%	13	9.92%
4. Paid vacations.	8	6.11%	9	6.87%	17	12.98%	39	29.77%	58	44.27%
5. Social insurance and retirement benefits.	6	4.58%	6	4.58%	10	7.63%	31	23.66%	78	59.54%
6. Daily benefits such as shopping vouchers and provision of daily necessities.	11	8.40%	19	14.50%	48	36.64%	31	23.66%	22	16.79%
7. A fair promotion mechanism.	6	4.58%	7	5.34%	16	12.21%	42	32.06%	60	45.80%
8. Promotion after three years of employment.	7	5.34%	4	3.05%	25	19.08%	43	32.82%	52	39.69%
9. Improvement of job-related skills or knowledge after three years of work.	9	6.87%	8	6.11%	19	14.50%	46	35.11%	49	37.40%
10. I don't need to worry about work when I am with family and friends.	7	5.34%	12	9.16%	29	22.14%	44	33.59%	39	29.77%
11. Flexible working arrangements allow me to implement other life plans and practices.	6	4.58%	9	6.87%	21	16.03%	60	45.80%	35	26.72%
12. Free time to spend with family and friends. No need to work during spare time.	7	5.34%	11	8.40%	20	15.27%	49	37.40%	44	33.59%

Appendix 4

Frequency and percentages of each item in the perception of non-monetary incentives scale (Portugal)

Items	Not important at all		Not very important		A little important		Fairly important		Very important	
	n	%	n	%	n	%	n	%	n	%
1. Long-term work contract.	0	0%	2	3.57%	19	33.93%	16	28.57%	19	33.93%
2. Stable and relaxed working environment.	0	0%	1	1.79%	5	8.93%	12	21.43%	38	67.86%
3. A labor system where is difficult to lay off employees.	1	1.79%	2	3.57%	7	12.50%	16	28.57%	12	21.43%
4. Paid vacations.	1	1.79%	11	19.64%	14	25.00%	14	25.00%	16	28.57%
5. Social insurance and retirement benefits.	0	0%	0	0%	6	10.71%	15	26.79%	35	62.50%
6. Daily benefits such as shopping vouchers and provision of daily necessities.	3	5.36%	18	32.14%	16	28.57%	15	26.79%	4	7.14%
7. A fair promotion mechanism.	0	0%	2	3.57%	6	10.71%	16	28.57%	32	57.14%
8. Promotion after three years of employment.	0	0%	8	14.29%	16	28.57%	18	32.14%	14	25.00%
9. Improvement of job-related skills or knowledge after three years of work.	0	0%	0	0%	9	16.07%	15	26.79%	32	57.14%
10. I don't need to worry about work when I am with family and friends.	0	0%	3	5.36%	12	21.43%	17	30.36%	24	42.86%
11. Flexible working arrangements allow me to implement other life plans and practices.	0	0%	2	3.57%	8	14.29%	15	26.79%	31	55.36%
12. Free time to spend with family and friends. No need to work during spare time.	0	0%	2	3.57%	8	14.29%	15	26.79%	31	55.36%