

How to Improve the Work Enthusiasm of Chinese Local Public Officials under the Background of Salary Reduction

-- A Case Study of Guangzhou

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Abstract: The impact of COVID-19 on China's social and economic development is unprecedented, and China's finance is tight. In order to deal with this situation, China has adopted the method of strengthening fiscal savings. Many regional governments have responded to the call and started to reduce employees' salaries. At present, people do not know the reason for the pay reduction by local governments, the working conditions of local government officials, the factors affecting their enthusiasm for work, whether it is caused by the pay reduction or other factors, and what logical relationship exists within it. Firstly, through literature analysis, this paper abstracts the influencing factors of local government pay reduction; Secondly, interview public officials; Finally, through the analysis of the interview results, can understand the current situation of public officials' work after the salary reduction, and extract the factors that affect the enthusiasm of public officials. In order to further provide a reference for the Guangzhou government, effectively improve the enthusiasm of local government officials and help the full development of government departments. In addition, this study attempts to provide some reference for the interaction between government departments and public officials.

Keywords: public officials, salary reduction, work enthusiasm, local government

1. Introduction

At present, the prevention and control of the COVID-19 epidemic in China has turned to normalization, but the impact of the epidemic on China's social and economic development is unprecedented, and there are still many uncertainties in promoting the recovery of social and economic operations. In order to cope with this situation, our country has adopted the method of strengthening fiscal savings. will cut general expenditures, eliminate unnecessary expenditures, reduce expenditures, and control new expenditures. Many local governments have also responded to the call and started to reduce employees' salaries. There are few studies on the relationship between local government pay reduction and employees' work enthusiasm, most of which only involve some aspects, and there is no comprehensive analysis of the relationship between pay reduction and

employees' work enthusiasm. Educational circles still do not know what the reason for the local government's salary reduction is, what is the working condition of local government employees, what factors affect their work enthusiasm, whether it is caused by the salary reduction or increased enthusiasm, or other factors, and what is the internal logical relationship.

This article mainly uses the interview method and divides the interview into two parts: one is to interview the salary system and conduct in-depth interviews from the knowledge of the salary system and salary satisfaction to obtain the evaluation of local government staff on the current salary; Second, interview the working atmosphere and environment to understand the enthusiasm of local government staff. This essay focuses on "the impact of local government pay reduction on employees' work enthusiasm" and starts from the perspective of local government pay reduction. Firstly, after the literature analysis, the influencing factors of local government pay reduction are extracted; Secondly, through in-depth interviews interview local government; Finally, through the analysis of the interview results of the local government, can understand the current situation of the local government staff's work enthusiasm after the salary reduction, and extract the factors that affect the staff's work enthusiasm. This study attempts to study the reasons for the salary reduction of Guangzhou government employees from the perspective of China's economic development under the epidemic situation, to study the relationship between the salary reduction of local government and the work enthusiasm of employees, to further provide a reference for the Guangzhou government, which can more effectively improve the work enthusiasm of local government employees and help the full implementation of governmental work. In addition, this paper tries to provide some references for the interaction between government departments and employees.

2. Theory Review

2.1. A Review of the Research on Salary Function

2.1.1. Salary Affects the Quality of Public Service of Public Officials

The impact mechanism of public official's salary on the quality of government public service includes three link levels that are transmitted in sequence: the impact mechanism of public official's salary on public official's values, the impact mechanism of public official's values on public official's work behavior, and the impact mechanism of public official's work behavior on the quality of government public service. At present, the new public management reform implemented worldwide has reached a consensus, that is, the public service of the grass-roots government is provided for the public. Therefore, public satisfaction is the most accurate evaluation and explanation of the quality of the public service of the grass-roots government. Public satisfaction mainly evaluates and judges the public service quality of grass-roots government from four aspects: functional quality, emotional quality, social value quality, and perceived cost quality [1].

2.1.2. The Sense of Salary Fairness Affects the Engagement of Civil Servants

Ren Tengfei, a Chinese scholar, synthesized the relevant concepts and came up with a more convincing and more suitable concept for the perception of civil service pay level. He believes that salary fairness should be a subjective judgment and perception of whether civil servants have received a fair salary system and treatment in the whole salary management process after making a series of contributions to the unit in their work [2]. As for the sense of salary fairness, the sense of external fairness and the sense of performance fairness have a significant positive impact on vitality, which indicates that if civil servants feel a high sense of external fairness and the sense of performance fairness in salary management, they tend to be more proactive, and will improve their

work performance and promote the development of organizations outside the scope of their job responsibilities [3].

2.2. A Review of the Research on the Relationship Between Salary and Work Enthusiasm

2.2.1. The Impact of Salary Management Equity on the Enthusiasm of Public Officials

The fairness of salary management mainly refers to the scientificity and equality of salary distribution. Salary fairness is not the average or equality of salary division results, but the fairness of division opportunities, distribution standards, distribution processes, and division principles [4].

The fairness of salary management is an important guarantee to improve the enthusiasm of public officials. The fairness of salary management in enterprises is conducive to improving the satisfaction and trust of public officials; It is beneficial for public officials to naturally accept the salary they receive and voluntarily contribute to the enterprise, to create more value; It is conducive to creating a positive and positive atmosphere among public officials and forming a relaxed and pleasant atmosphere in the enterprise so that the enterprise can develop and progress continuously.

Fairness in salary management is conducive to improving the working efficiency of public officials. Salary management is a comprehensive reflection of the work value and daily work performance of public officials. The public officials in the enterprise are involved in various fields. Only when the salary management gives fair play to its great efficiency can the enterprise effectively coordinate the work of different departments and complete this extremely difficult task.

2.2.2. The Impact of Salary Satisfaction on the Work Enthusiasm of Public Officials

Salary satisfaction of civil servants refers to the subjective psychological feelings of civil servants after comparing their salary with expectations [5]. In the aspect of salary satisfaction: noneconomic reward satisfaction has a significant positive impact on in-role behavior and out-of-role behavior, while allowance and bonus satisfaction have a significant positive impact on out-of-role behavior. This shows that the more satisfied civil servants are with their job promotion, social status, allowances, and bonuses, the more inclined they are to show more behaviors that benefit others and the organization, and then they are more willing to make contributions to the enterprise and show high enthusiasm for work.

3. Why does the Local Government Reduce Wages

In accordance with the spirit of the 16th National Congress of the Communist Party of China on "improving the system of combining the posts and ranks of cadres and establishing the incentive and guarantee mechanism for cadres" and the provisions of the civil servant law, with the approval of the Party Central Committee and the State Council, will reform the current salary system of civil servants, implement the national unified salary system of civil servants combining the posts and ranks, improve the salary system of government workers, and form a scientific and reasonable mechanism for determining the salary level and a normal growth mechanism, Establish a wage management system that meets the requirements of the economic system and the cadre management system, and realize the scientific, standardized and legal distribution of wages. Reform the current salary system of civil servants, improve the salary system of technical grades (posts) of government workers, improve the allowance and subsidy system, improve the normal wage growth mechanism, and implement the one-time bonus at the end of the year [6]. As a result, the pay of civil servants has been relatively reduced. The pay reduction is manifested in the following aspects: first, the government is serious about saving money and does not spend any money that should not be spent; Second, should take more measures to revitalize resources and assets, so that can spend every

penny; Third, the sinking of financial resources to ensure the grassroots and the people's livelihood requires a lot of money; Fourth, should deepen the reform inwardly, and the money spent will produce actual results [7].

What are the specific reasons for the pay cut? This study is summarized in two aspects: horizontal and vertical:

3.1. Horizontal Environment

3.1.1. Economic Downturn

With the development of China's economy and the continuous improvement of the financial market, the bond market has developed rapidly and become an important way for enterprises to finance. The outbreak of COVID-19 in early 2020 has had a significant impact on China's economy and financial market and has also brought great pressure on China's enterprise financing.

Around the Spring Festival of 2020, a novel coronavirus broke out in Wuhan and then spread across the country. Novel coronavirus has the characteristics of long latency and strong infectivity, which has a huge negative impact on the world's economic development and residents' lives. In the context of weak domestic and foreign demand and increased uncertainty in the international environment, the outbreak of COVID-19 has intensified the downward pressure on the economy and added new uncertainties to economic development [8].

3.1.2. Fiscal Austerity

In recent years, local finance has reached a very difficult stage, and the financial pressure under the epidemic situation is even greater than ever. On the one hand, due to the epidemic, the economic activities of the whole country were basically "suspended". The consumption, investment, and foreign trade of the "troika" were affected, and the tax base was greatly reduced. On the other hand, fiscal policy expenditure needs to be strengthened. The expenditure for epidemic relief is real gold and silver. The demand for funds to ensure the normal operation of the foundation, ensure development and promote people's livelihood is also expanding [9].

3.2. Vertical Environment

3.2.1. Imbalance Between Supply and Demand

Every year, millions of candidates are preparing to pass the examination and enter the system. The number of candidates who declare the examination is far greater than the number of candidates required to be recruited in the system, which leads to an imbalance between supply and demand. From the perspective of the supply-demand relationship, more people will naturally get less, and salary reduction is also an inevitable trend [10].

3.2.2. Rectification Allowance

Allowances and subsidies refer to the allowances and subsidies paid to employees for special or extra labor consumption and other special reasons in addition to the basic salary. In short, subsidies and subsidies are included in wages. There is no difference between subsidies and subsidies in essence, but subsidies are subsidies for daily living expenses, focusing on the quality of life; The allowance is the compensation for extra and special labor consumption, focusing on production.

Many government units in China have the phenomenon of indiscriminate issuance of subsidies. At present, the government will strictly regulate the subsidies issued by units in violation of regulations. In a strict sense, the salary reduction is the rectification of the subsidies of civil

servants, which has no impact on the payment of some normal civil servants' wages and subsidies. Therefore, the salary reduction is not a general salary reduction, but a rectification of the salary payment of some units.

4. Why the Salary Incentive Fails: On the Internal Mechanism Affecting the Enthusiasm of Public Officials

The study found that the salary reduction had a certain impact on the daily expenses and major decisions of local government officials; After the salary reduction, the work enthusiasm of local government public officials remains unchanged, and public officials can complete their work tasks on time and in quantity. So why does the salary reduction not affect the work enthusiasm of public officials? This study believes that the main reason is that in the Chinese context, the work enthusiasm of local public officials is mainly caused by strict supervision and accountability, promotion, nature of work, family needs, welfare security, sense of work achievement, sense of responsibility and other factors, and the impact of salary is not absolute.

4.1. Strict Supervision and Accountability

Supervision is to monitor, supervise and manage the site or a specific link and process so that its results can reach the predetermined goals. Accountability is to investigate the responsibility of government officials, which means that power and responsibility are equal. The local government has a perfect discipline supervision system and a strict discipline inspection team. Strong supervision and accountability can promote the enthusiasm of employees to a certain extent.

4.2. Promotion

Promotion refers to the process of employees moving to a job that is more challenging, requires more responsibilities, and enjoys more authority than the previous job. Promotion can improve the personal quality and ability of employees, fully mobilize the initiative and enthusiasm of all employees, create a fair, just, and open competition mechanism within the company, and standardize the work process of promotion and promotion of employees.

4.3. Nature of Work

The nature of work refers to the classification of work according to different perspectives and standards, mainly based on brain and physical strength, whether to hold leadership positions, whether to use the property, or mainly involve property as the work content. Different kinds of work will play different roles for different people. If their work happens to be what they love, then such people will show high enthusiasm for their work; If their work is not what they love, such people will show negative emotions about their work.

4.4. Family Needs

Family needs are the material or spiritual requirements of the family to society. In addition to consumer goods and services, family members also need leisure time, and marriage to form a family and give birth to children. Family needs are the internal motivation of the whole family's economic movement, and different family needs will also have a certain impact on employees' work enthusiasm.

4.5. Welfare Security

Welfare is the indirect remuneration of employees, generally including health insurance, paid leave, holiday gifts, and pension. Welfare security can not only ensure the basic economic foundation of employees but also bring a sense of security to employees so that employees can be more active and comfortable in their work.

4.6. Sense of Achievement and Responsibility

The sense of achievement refers to the feeling that a person feels happy or successful for what he has done when he finishes a thing or does a thing, that is, a psychological feeling that comes from the balance between desire and reality. The sense of work achievement can bring employees confidence and motivate them to work more actively. A sense of responsibility is a mental state of consciously and actively doing all useful things within and outside of one's power. The sense of work responsibility urges employees to work actively while fulfilling their mission.

5. Conclusion

Through the combination of text analysis and empirical investigation, this study makes an in-depth study of local government public officials, and puts forward the following four questions, that is, what causes the local government to reduce pay? What are the working conditions of local government officials after the salary reduction? Does the pay cut affect the enthusiasm of local government officials? If the impact of salary reduction is not absolute, what factors affect the enthusiasm of local government public officials? To sum up, economic downturn, fiscal tightening, the imbalance between supply and demand, and rectification of subsidies are the reasons for local governments to reduce wages; Moreover, after the salary reduction, local government officials are in good working condition, able to complete their work tasks as required, and will still work overtime if necessary; In addition, after the salary reduction, the work enthusiasm of local government public officials remained unchanged, and public officials were able to complete their work tasks on time and in quantity. The salary reduction did not affect the work enthusiasm of local government public officials; Strict supervision and accountability, promotion, nature of work, family needs, salary and welfare security, and sense of achievement and responsibility can all affect the enthusiasm of public officials. Of course, there are still some shortcomings in this study. For example, taking public officials in Guangzhou as the research object, have not carried out specific classification research on employees; The questions are only aimed at the current work situation of public officials in Guangzhou. The current work situation of public officials in Guangzhou cannot represent the current work situation of public officials in other places. Even units of other local governments should adjust according to their conditions. The author will have a more in-depth discussion on these issues in the future research process.

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