

Research on Employee Compensation Management Issues of Guangxi Wuyu Sports Culture Co., LTD

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Abstract: Guangxi Wuyu Sports Culture Co., Ltd. is a sports culture enterprise, a center engaged in sports health services, children's physical fitness and sports training for primary and secondary school students. The company is a start-up established in 2021. Its salary management is currently in the exploratory stage, so there are still many salary issues. This study collected data on the current situation of employees in Wuyu Sports Company in the form of questionnaires, processed the data using Excel tables and SPSS26.0 software, and analyzed employees' evaluations of the company's salary management using description analysis. Studies show that the salary problems existing in the company include: the failure of the incentive mechanism, facing issues such as fairness and salary adjustment. The employees of the company have not received sufficient incentives, the performance assessment has not been done well, there is a lack of a professional salary assessment mechanism, and there is no complete salary management system either. In response to these problems, this study puts forward the following improvement suggestions: First, the management should learn advanced compensation management methods and draw on the successful management approaches of the same industry; Second, improve the company's salary system to ensure fairness and transparency, allow employees to participate in making suggestions, and increase their sense of participation. Thirdly, establish a system for regularly adjusting salaries to meet the development needs of the company; Fourth, listen more to the opinions of employees and at the same time enhance their salary management capabilities through training. These measures can help the company improve the level of salary management, motivate the enthusiasm of employees and promote the healthy development of the company.

Keywords: Salary; Compensation management; Employee; Motivate

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1. Introduction

Compensation management has become an important part of enterprise management. The "14th Five-Year Plan for Sports Development" (released in 2021) issued by The State Council set clear goals: by 2025, the total scale of the sports industry should reach 5 trillion yuan, and the added value should account for more than 2% of the GDP. Meanwhile, the promotion of the "Healthy China 2030" strategy has enabled the scale of the sports industry to exceed 3 trillion yuan, but the old salary system has failed to keep up with the development of the industry. At present, the salary in the sports industry generally has the problem of "three lows and one high": the proportion of basic salary is relatively low (about 58%), the bonus incentive is insufficient, and there is a lack of long-term rewards, while the labor cost increases by 12.3% annually. This situation has led to a core employee turnover rate exceeding 25%, and the employee turnover rate in the youth sports training industry is even higher, reaching 28.6%, which is more severe than the average level of 19.3% in the sports service

industry. Facing the rapid changes and fierce competition in the industry, Guangxi Wuyu Sports Culture Co., Ltd. has encountered many difficulties. The company's past management model can no longer adapt to the new situation, especially the problems in salary management are the most obvious. Therefore, improving the salary system and establishing a reasonable reward mechanism have become the most urgent problems that the company needs to solve at present. This study focuses on Guangxi Wuyu Sports Culture Co., LTD. Based on the actual situation of the company, it conducts a detailed analysis of the existing salary issues and seeks improvement methods. It is hoped that through this research, the company can formulate a more effective salary plan and enhance its market competitiveness^[1].

There are two research objectives in this study. The first is to analyze the problems existing in the employee salary management of Guangxi Wuyu Sports Culture Co., LTD. The second is to identify countermeasures for improving the salary management of employees at Guangxi Wuyu Sports Culture Co., LTD.

2. Literature Review

2.1. Maslow's Hierarchy of Needs Theory

Maslow's hierarchy of needs theory is a psychological theory. He put forward this theory in the 1950s and it is regarded as an important achievement in the study of human motivation. This theory divides human needs into five levels, from low to high: physiological needs, safety needs, social needs, esteem needs and self-actualization needs.

The first is physiological needs, which is the most fundamental need. Including the basic needs for maintaining life such as eating, drinking water and sleeping. These needs are the foundation of human existence. If they cannot be met, no other higher-level needs will arise. The second is the safety needs, which ranks second in the requirement hierarchy. It mainly includes people's pursuit of safety and stability, such as physical safety, health protection and stable income. These demands are reassuring so that other aspects can be developed. The third is social needs, which include people's desire for social relationships and group belonging. People hope to be accepted and understood by others and want to build interpersonal relationships. This kind of demand is an indispensable part of human social life. The fourth is the esteem needs, which includes the need for personal self-esteem and respect from others. People hope to be valued by others and long for self-esteem and the feeling of being respected. This demand drives people to keep striving and pursue the realization of self-worth. The fifth is the self-actualization needs, which is the highest level of the need hierarchy. This level encompasses the aspiration to realize personal potential and self-development, such as pursuing life goals, exerting personal talents and fulfilling ideals. The need for self-actualization represents the highest stage of human pursuit of personal growth and improvement, and it is the ultimate goal of human seeking happiness and satisfaction.

Overall, Maslow's hierarchy of needs theory provides a framework for understanding human motivation and behavior, explaining how needs at different levels are interrelated and influence each other. This theory plays a guiding role in managing organizations, motivating employees and personal development, and is applicable to solving the survival guarantee problem of grassroots employees. For example, the basic salary proportion for coaching positions is increased by 58%, and at the same time, a "guaranteed class hour fee" is set to meet safety needs. It has become an important basic theory in the fields of psychology and management^[2-3].

2.2. ERG Theory

ERG Theory (Existence, Relatedness, Growth Theory) is an improvement on Maslow's hierarchy of needs theory. Alderfer proposed this theory in the 1960s. He believed that human needs could be divided into three levels: existence needs, relevant needs and growth needs^[4]. Existence needs refer to basic survival needs, which are the same as the physiological needs and safety needs in Maslow's theory. These demands mainly refer to survival conditions such as food, water and housing, as well as the needs for economic security and physical health. Relatedness needs refer to the interaction and emotional connection between people, corresponding to Maslow's social needs. These needs include the desire to gain a sense of belonging, make friends, fall in love and other social relationships. They also require the understanding, help and

respect of others. People meet these needs by interacting with others. The growth needs refers to a person's desire for self-improvement and development, corresponding to Maslow's need for self-actualization. These demands are related to the improvement of personal abilities, the realization of one's ideals and values. People meet these demands through learning and achieving goals. Unlike Maslow's five levels of needs, the ERG theory is divided into only three levels and holds that needs at different levels can exist simultaneously and influence each other. Alderfer proposed that if people fail to meet high-level needs, they will turn back to pursue low-level needs. If the lower-level demands are met, the pursuit of higher-level demands will continue. People call this process of change "sliding demand". The ERG theory helps people better understand human needs and behavioral motivations. It explains the relationships among different needs and has reference value for both enterprise management and personal development. The ERG theory focuses on the coexistence of needs^[5], and ERG is more suitable for managing the incentive compatibility issues of middle and senior-level employees (such as the dual assessment of "performance sprint point + consumption rate" for the director position). For instance, for coaching positions, the growth needs are met through "star rating"^[6-9].

2.3. Research related to compensation management

Maslow's (1943) hierarchy of needs theory has a significant impact on compensation management. He believes that compensation should not only meet basic living needs, but also take into account employees' safety needs, social needs and self-actualization needs. This indicates that salary management is not only about paying salaries, but also about paying attention to the various needs of employees^[10]. Milkovich and Newman hold that a win-win situation for both enterprises and employees can be achieved through reasonable incentives. They emphasized that compensation is not only labor remuneration but also a strategic tool for enterprises. When designing it, internal fairness, external competitiveness and individual incentives should be balanced. Shao and Chen studied the salary management of enterprise marketing personnel and proposed a model combining multiple salary forms. They believe that the compensation of marketing personnel should be in line with personal goals and job requirements, and different types of compensation combinations should be used. This can not only enhance the enthusiasm of employees but also strengthen the competitiveness of the enterprise. Dai focused on analyzing the structural issues and practical mistakes in the compensation management of Chinese enterprises. He pointed out the problems of the traditional salary model, such as the fixed salary system, insufficient fairness, inadequate transparency, and the lack of non-monetary incentives. He believes that the incentive theory should be used to guide the design of compensation. Through flexible adjustment, differentiated treatment and open transparency, the problems of rigidity and unfairness in the traditional compensation system can be solved.

Comprehensive research related to compensation management shows that in compensation management, employees not only pay attention to benefits, but also to aspects such as fairness, transparency and motivation. Combining the relevant research on salary management and the characteristics of Guangxi Wuyu Sports Culture Co., LTD., this study will investigate the salary management of employees in Guangxi Wuyu Sports Culture Co., Ltd. from four aspects: welfare benefits, compensation fairness, salary incentive, and compensation transparency.

3. Methodology

The paper collects data through a questionnaire survey. The questionnaire is divided into three parts in total. The first part is the basic information of the employees of Wuyu Sports, such as gender, age, educational background, working years, etc. The second part is the evaluation of the current salary management situation (welfare benefits, compensation fairness, salary incentive, and compensation transparency). The third part is the suggestions of the employees. The paper adopts the Likert five-level scale method for measurement. The measurement indicators of compensation management are shown in the following table.

Table 1. Compensation Management Measurement Indicators

Variable	Serial number	Item
Welfare benefits	A1	Compensation
	A2	Bonuses and welfare benefits
Compensation fairness	B1	Fairness of salary structure
	B2	Industry salary comparison
Salary incentive	C1	Salary adjustment degree
	C2	Promotion mechanism
Compensation transparency	D1	Work achievements and contributions
	D2	Transparency of the salary system
	D3	Clarity of performance assessment

The questionnaire was distributed to the employees of Guangxi Wuyu Sports Culture Co., Ltd. through QQ, WeChat and other platforms via Wenjuanxing. A total of 210 questionnaires were retrieved in this study, among which 200 were valid. During the questionnaire collection process, the anonymity of the employees was ensured. Participants could fill in freely, guaranteeing the authenticity and representativeness of the data.

4. Research Results and Discussion

4.1. Reliability Analysis and Validity Analysis

Reliability analysis is generally used to test the consistency of the answers to the same question in a questionnaire to verify the reliability of the questionnaire. When conducting reliability analysis, Cronbach's Alpha coefficient is selected for measurement. If the alpha coefficient is relatively high, it indicates that the results have better consistency. If it exceeds 0.8, it indicates that the reliability level ratio of the questionnaire is relatively high. If it exceeds 0.7, it indicates that the reliability is within the acceptable range. In this paper, SPSS26.0 software was used to conduct reliability tests on the 200 data collected from the questionnaire. The analysis results are shown in **Table 2** for reliability analysis. The coefficient of this questionnaire is 0.722, indicating that it is within an acceptable range.

Table 2. Reliability Analysis

Cronbach's Alpha	Number of items
.722	9

Validity analysis is to examine the degree of fit between the results obtained by the measurement tool and its expected goals. KMO measurement and B-Bartley test were used to evaluate the suitability and validity of the questionnaire. According to the KMO value of 0.709, which conforms to the recommended standard of above 0.6, it indicates that the data is valid.

Table 3. Validity Analysis

KMO Measure of Sampling Adequacy		0.792
Bartlett's Test of Sphericity	Approximate Chi-Square	1018.301
	Degrees of Freedom	105
	Significance	0.000

4.2. Descriptive Analysis

4.2.1. Basic Information of the Respondents.

Among the 200 employees who participated in the questionnaire survey, the ratio of men to women was relatively balanced, with 51% being male and 49% being female. The ages are concentrated between 26 and 35 years old, and the educational attainment is mainly bachelor's degree. In addition, most of the employees have worked in the company for a relatively short period of time (41% of the employees have worked for 1 to 3 years). The information of the respondents is shown in the following table.

Table 4. Basic Information of the Respondents

	Item	Frequency	Percentage
Gender	Male	102	51%
	Female	98	49%
Age	18-25	34	17%
	26-35	82	41%
	36-45	55	28%
	46+	29	15%
	Junior college	73	37%
Educational background	Undergraduate	92	46%
	Master's degree or above	35	18%
	Within one year	42	21%
Working years	1 to 3 years	82	41%
	3to 5 years	35	18%
	More than five years	41	21%

4.2.2. Employees' evaluation of welfare benefits

The evaluation of welfare benefits includes two aspects: the satisfaction of employees with compensation, and the satisfaction with bonuses and welfare benefits.

The satisfaction of employees with compensation is neutral to positive. The proportion of satisfied and above is 48%, indicating that nearly half of the employees recognize the salary level. A neutral attitude accounted for 25.5% (choosing "average"), indicating that some employees have no strong feelings about the salary and there may be potential room for improvement. The total amount of dissatisfaction and below is 26.5%, indicating that the enterprise needs to pay attention to the specific demands of this group of employees and avoid unfair or unreasonable factors in the salary system.

Among the satisfaction with bonuses and welfare benefits, negative evaluations account for a relatively high proportion. The combined proportion of "very dissatisfied" and "dissatisfied" is 48%, indicating that nearly half of the employees have obvious dissatisfaction with the current bonuses and benefits. The company needs to pay close attention (such as the fairness of distribution, the rationality of the amount, etc.). The combined rate of "satisfied" and "very satisfied" was only 40.5%, indicating that the current policies failed to fully meet the expectations of the majority of employees. Bonuses and welfare benefits may have a significant gap from the industry level or from the expectations of employees. 11.5% of the employees in the neutral attitude group chose "average", reflecting that they lack a clear perception of the current situation. The company needs to further communicate to understand their potential needs.

Table 5. Employees' evaluation of welfare benefits

Item	Evaluation	Frequency	Percentage
The satisfaction of employees with compensation	Very dissatisfied	10	5.00%
	Dissatisfied	43	21.50%
	Average	51	25.50%
	Satisfied	62	31.00%
	Very satisfied	34	17.00%
	Total	200	100.00%
The satisfaction with bonuses and welfare benefits	Very dissatisfied	57	28.50%
	Dissatisfied	39	19.50%
	Average	23	11.50%
	Satisfied	42	21.00%
	Very satisfied	39	19.50%
	Total	200	100.00%

4.2.3. Employees' evaluation of compensation fairness.

The evaluation of compensation fairness includes two aspects: the fairness of salary structure, the industry salary comparison.

Regarding the employees' evaluation of the fairness of the salary structure. 10% (20 people) of the employees clearly expressed that it was "completely unfair". 18% (36 people) thought it was "unfair". The company needs to pay close attention to the demands of this group and check whether there are problems such as low salary transparency and unfair promotion mechanisms in the company. Neutral feedback was dominant. 30.5% of the employees chose "average", indicating that this group of employees lacked a strong sense of identification with the fairness of the salary structure. Nearly 40% of the employees think it is fair or above, and the proportion is 41.5%. The company can explore the experience highlights of this group of employees as a reference for optimization directions.

Regarding employees' evaluations of the industry salary comparison. The proportion of employees who think "basically the same" or above is 70%, indicating that the company's salary level has certain market competitiveness and is conducive to stabilizing the core team. Meanwhile, the company also needs to pay attention to employees with negative evaluations and actively take measures to deal with potential risks. 20.5% of the employees think that their salary is slightly lower than that of their peers. These employees may have slight dissatisfaction or a decline in work enthusiasm. 9.5% of the employees think that their salary is far lower than that of their peers. These people are likely to resign or have negative emotions. The company should deal with these problems as soon as possible to prevent them from affecting the working state of the entire team.

Table 6. Employees' evaluation of compensation fairness

Item	Evaluation	Frequency	Percentage
The fairness of salary structure	Completely unfair	20	10
	Unfair	36	18
	Average	61	30.5
	Fair	53	26.5
	Very fair	30	15

Table 6 (Continued)

Item	Evaluation	Frequency	Percentage
The industry salary comparison	Far lower than peers	19	9.5
	Slightly lower than peers	41	20.5
	Basically the same	63	31.5
	Slightly higher than peers	50	25
	Far higher than peers	27	13.5

4.2.4. Employees' evaluation of salary incentives.

The evaluation of salary incentives includes two aspects: salary adjustment degree, the promotion mechanism.

Regarding the employees' evaluation of the salary adjustment degree. There were 66 people who were "frequently adjusted or above", accounting for 33%. There were 134 people, accounting for 67%, who were "occasionally adjusted or below". It indicates that only a small number of employees (33%) have got relatively frequent adjustments, which may dampen the enthusiasm of high-performing employees. Among them, 9% of the employees have never had their salaries adjusted, which may pose a risk of long-term dissatisfaction or neglect of core talents.

Regarding employees' evaluation of the promotion mechanism. Among the employees, 97 people, accounting for 48.5%, think that "there are many promotion opportunities and the salary adjustment is reasonable or above". Fifty-three employees believed that "there are promotion opportunities, but the salary adjustment was not obvious", accounting for 26.5%. Thirty-seven employees believed that "there are few promotion opportunities and no significant salary adjustment", accounting for 18.5%. Thirteen employees think that "there is no promotion opportunity at all", accounting for 6.5%. It indicates that the correlation between promotion and salary in the company has not been fully reflected. Moreover, more than half of the employees believe that there are not many promotion opportunities and the returns are also insufficient. The company needs to pay attention to the fairness and transparency of the promotion channel and enhance the correlation between promotion and salary.

Table 7. Employees' evaluation of salary incentives

Item	Evaluation	Frequency	Percentage
Salary adjustment degree	Never adjusted	18	9
	Rarely adjusted	43	21.5
	Occasionally adjusted	73	36.5
	Frequently adjusted	44	22
	Adjusted every year	22	11
Promotion mechanism	No promotion opportunities at all.	13	6.5
	Few promotion opportunities and no significant salary adjustment	37	18.5
	There are promotion opportunities but the salary adjustment is not obvious.	53	26.5
	Many promotion opportunities and the salary adjustment is reasonable.	60	30
	Many promotion opportunities and the salary is linked to the promotion	37	18.5

4.2.5. Employees' evaluations on compensation transparency

The evaluation of compensation transparency includes three aspects: compensation can fully reflect work achievements and contributions, the transparency of the salary system, and the clarity of performance assessment.

Regarding the employees' evaluation that "compensation can fully reflect work achievements and contributions ". The overall evaluation of the employees that "compensation can fully reflect work achievements and contributions" is neutral or slightly lower. Among them, the combined proportion of employees who consider " absolutely not ", "no", and "average" is 56%, indicating that nearly 60% of employees have doubts or are dissatisfied with the fairness of salary. The combined proportion of those rated as "yes" and "absolutely yes" was only 44%. This highlights two issues. First, negative feedback is significant. The combined proportion of " absolutely not " and "no" is 25.5%, indicating that approximately a quarter of employees believe that their salary does not match their efforts and need to be vigilant about the potential risk of talent loss. Second: The evaluations are mainly moderate, with "average" accounting for the highest proportion (30.5%), indicating that the majority of employees are reserved about salary and dedication.

Regarding the employees' evaluation of the "transparency of the salary system". Among the employees, 30% think the transparency is average, 26% think the company's system is transparent, and 18.5% think it is very transparent. Negative feedback (16% opaque + 9.5% very opaque) accounted for 25.5%, indicating that nearly a quarter of the employees had obvious negative evaluations. The proportion of neutral evaluations is the highest (30%), reflecting that although the salary system has been established, its transparency is not high enough, and there is still much room for improvement in the transparency of the salary system.

Regarding the employees' evaluation of "clarity of performance assessment ". 57% of the employees believe that there are problems with the assessment: More than half of the employees (21%+30%+6%) pointed out that the assessment is either unclear or weakly related to salary. This indicates that the existing system has significant deficiencies in clarity and incentives. Only 22.5% of the employees think it is "completely transparent and directly linked to performance and salary ", indicating that there is still room for improvement in the clarity of performance assessment.

Table 8. Employees' evaluations on compensation transparency

Item	Evaluation	Frequency	Percentage
Compensation can fully reflect work achievements and contributions	Absolutely not	13	6.50%
	No	38	19%
	Average	61	30.50%
	Yes	55	27.50%
	Absolutely yes	33	16.50%
The transparency of the salary system	Very opaque	19	9.50%
	Opaque	32	16%
	Average	60	30%
	Transparent	52	26%
	Very transparent	37	18.50%
Clarity of performance assessment	There is none at all	12	6%
	The performance appraisal is not clear	42	21%
	There is some assessment but it has little to do with salary.	60	30%
	The performance appraisal is clear and linked to salary	41	20.50%
	It is completely transparent and directly linked to performance and salary.	45	22.50%

5. Suggestion

Through descriptive statistical analysis, it is found that there are problems of varying degrees in the employee salary management of Guangxi Wuyu Sports Culture Co., Ltd. in terms of welfare benefits, compensation fairness, salary incentive, and compensation transparency. This study will offer suggestions for improving the salary management of employees of Guangxi Wuyu Sports Culture Co., Ltd. from four aspects: welfare benefits, compensation fairness, salary incentive, and compensation transparency.

5.1. Optimizing the design of the salary and job grade system

Optimize the design of the job grade system, establish a scientific and reasonable salary grade difference structure, increase the proportion of performance-based pay, break egalitarianism, establish a salary system closely linked to individual and team performance, establish a job value assessment system, conduct objective evaluations of special positions such as technical positions to ensure that their salary levels are in line with the market, and conduct regular industry salary research. Ensure that the enterprise's salary level is competitive in the market^[11].

5.2. Enhancing compensation fairness

The first is to establish a fair and transparent salary system. For example, enhance the openness of salary decisions and clarify the standards and basis for salary distribution. Strengthen the correlation between performance assessment and salary rewards. Formulate different reward schemes to make the salary level more in line with individual contributions. The second is to set up a flexible adjustment mechanism. Establish a salary adjustment model that can respond quickly to market changes. Make preparations for salary planning in advance to cope with the pressure of talent competition brought about by technological updates. Formulate a detailed adjustment plan to make the salary system adapt to the changes in business development and talent demands. Third, establish a scientific job value assessment system to ensure salary fairness among different positions. For groups with lower incomes, formulate reasonable salary increase plans. As for the high-income group, the scale should be reasonably controlled. Compensation should ensure both internal fairness and maintain external competitiveness^[12].

5.3. Strengthening the incentive nature of salary

First, establish a dynamic hierarchical adjustment system, set quarterly/semi-annual assessment cycles, and upgrade the promotion incentive system. The second is to strengthen the connection between promotion and salary. Those who are successfully promoted will have their job grade salary increased (for example, by 8%-12%), and a probationary period (for example, 6 months) will be set. The third is to increase safeguard measures. For example, check the salary differences of the same position and the same level every six months; track the market salary levels of key positions; establish a regular communication system and have HR talk to employees every month, etc. The fourth is to focus on the management of special groups. Review the employees who have not received salary adjustments for a long time. For instance, review the three-year performance data of these employees, conduct job transfer training for those with poor capabilities, and issue warnings or dismiss those who still perform poorly after the job transfer^[13].

5.4. Enhancing the transparency of compensation

The first is to establish a transparent bonus distribution mechanism to enhance the fairness and transparency of the distribution rules. Such as designing equity/profit-sharing plans to align the interests of employees with the company's long-term development goals and optimize the welfare structure. Establish flexible welfare packages to meet the needs of different employees. Strengthen the legal welfare guarantee and ensure the compliance of the contribution bases for the five social insurances and one housing fund.

The second is to establish diversified communication and feedback channels. Such as regular staff symposiums, anonymous surveys, etc., to ensure that employees' opinions can be effectively conveyed. Introduce employee

representatives to participate in the salary decision-making process to enhance decision-making transparency and employees' sense of procedural justice. Regularly conduct salary satisfaction surveys to promptly understand changes in employees' demands. Strengthen the two-way communication between management and employees to reduce the negative impact brought by information asymmetry^[14].

6. Conclusion and Future Direction

This paper takes the employees of Guangxi Wuyu Sports Culture Co., Ltd. as the research object and conducts a study on the salary management of Guangxi Wuyu Sports Culture Co., LTD. Through research, it is found that Guangxi Wuyu Sports Culture Co., Ltd. has problems to varying degrees in terms of welfare benefits, compensation fairness, salary incentive, and compensation transparency. This study puts forward corresponding improvement suggestions for the salary management of Guangxi Wuyu Sports Culture Co., Ltd. from four aspects: welfare benefits, compensation fairness, salary incentive, and compensation transparency.

There are several deficiencies and improvement directions in this paper: First, this study only examines the salary management of Guangxi Wuyu Sports Culture Co., Ltd. from four dimensions. In the future, other dimensions can be added for expanded research. Second, this study only employed simple descriptive statistical analysis methods. In the future, correlation analysis, regression analysis or the establishment of a structural equation model can be added for further analysis^[15].

Disclosure statement

The author declares no conflict of interest.

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