

# Research on the Honorary Incentive Mechanism for Global Key Talent Centers and Innovation Hubs

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**Abstract.** [Purpose/Significance] Honor incentives, as an extremely important incentive method, can continuously motivate high-level talents. Therefore, focusing on the needs of talents in the new era and further improving the talent honor incentive mechanism in China has significant practical significance and value. [Method/Process] By analyzing the current status of China's honor incentive mechanism, it is found that there are still problems such as neglecting necessary material incentives, lacking honor rewards targeting specific groups, and excessive and disorderly honor recognition rewards. [Result/Conclusion] Based on the research achievements of domestic and foreign scholars, this article proposes the basic path to build a reasonable and efficient honor incentive mechanism under the current international situation. The specific steps are as follows: to balance material and honor incentives, appropriately add youth awards, women's awards, and strictly control the recognition of various talents.

**Keywords:** Important talent centers in the world; Innovation highland; Honor incentive mechanism

## 1 Introduction

In September 2021, General Secretary Xi Jinping pointed out at the Central Conference on Talent Work that talent is the key to governing the country, and that we must always attach great importance to cultivating, uniting, leading, and achieving talents, promote historic achievements in talent work in the new era, and accelerate the formation of a comparative advantage in talent competition. Since the 18th National Congress of the Communist Party of China, General Secretary Xi Jinping's high-frequency mentions of talent and far-sighted considerations for the talent cause highlight the weight of the talent cause and talent work in the overall work of the Party and the state. As the first driving force of development, the full development and utilization of talent resources will enable our country to stand firm in fierce international competition, but developing and utilizing talent resources well must be guaranteed by a sound and efficient talent incentive mechanism. In the past talent management model, China often only focused on material incentives. Although talent work has made certain progress, the phenomenon of "not being able to retain or use talents" has not been fundamentally solved. According to the hierarchy of needs theory proposed by the famous American psychologist Maslow, people are no longer just "natural persons" or "economic persons" driven by interests, but "social persons" with more spiritual needs. For high-level talents, they pay more attention to the realization of

their own value to satisfy their spiritual needs. Honor incentive belongs to the typical category of spiritual incentive, which can affirm the value of talents, give them corresponding social respect and spiritual praise, and greatly stimulate their creativity and innovation spirit<sup>[1]</sup>. Therefore, it is necessary to implement honor incentives for talents, but research on China's talent honor incentive mechanism has found that due to the existence of outdated and single incentive measures, excessive and disorderly honor recognition and awards, and an imbalance between public and private honors, China has not yet formed a sound talent honor incentive mechanism. This article closely relates to the current situation of China's talent honor incentive mechanism, and proposes some improvement measures to further improve the talent honor incentive mechanism, retain high-level scientific and technological innovation talents, and promote the construction of a world-class talent center and innovation highland.

## **2 Research Review**

### **2.1 Overview of Incentive Mechanism Research**

The incentive mechanism is a combination of policies, regulations, codes of conduct, moral standards, cultural ideas, and corresponding organizational structures and incentive measures adopted to motivate members of an organization. It mainly includes three forms of incentives: material incentives, spiritual incentives, and reward and punishment incentives. Implementing effective incentive mechanisms will attract and retain the most outstanding talents, encourage them to fully utilize their initiative, enthusiasm, and creativity to achieve both organizational goals and personal objectives. LIN Hui<sup>[2]</sup> established a personal incentive mechanism for college students from several aspects, such as ideal motivation and goal motivation, knowledge motivation and ability motivation, and spiritual rewards and material rewards, under the guidance of expectancy theory. ZHANG Shao-hong<sup>[3]</sup> explained the problems existing in the incentive mechanism for laboratory staff in universities, pointed out the defects of positive and negative incentives for laboratory staff, and proposed corresponding countermeasures. ZHAO Huan-yu, YANG Xin, LI Xiao-lin<sup>[4]</sup> proposed a salary-based incentive mechanism and established a set of incentive-compatible constraint rules that include participation constraints and self-selection constraints. CHEN Xiao-lin<sup>[5]</sup> believed that there are different types of knowledge workers, and each type of knowledge worker has different needs at different stages of his/her career, so the incentive mechanism should not be the same. Meanwhile, he/she analyzed the different types of knowledge workers and incentive factors and proposed incentive mechanisms for different types of knowledge workers. SUN Shi-min, WANG Ang, JIA Jian-feng<sup>[6]</sup> used value creation as the performance standard, selected a dynamic compensation system, closely integrated salary and non-salary incentives, and developed an incentive model applicable to managers. ZHAO Ju<sup>[7]</sup> pointed out that China's civil service incentive mechanism can be further strengthened and optimized through improving the assessment system, making good use of performance assessment results, adjusting salary structures, and encouraging mutual competition. WANG Si-ming<sup>[8]</sup> clearly proposed measures to build a reasonable system for evaluating honors, improve the quality of honor incentive content, and shape the honor concept of young scientific research talents to stimulate their enthusiasm and ensure the incentive effect of honor incentives on young scientific and technological talents.

## 2.2 Overview of Honor Incentive Research

Honors are the recognition and commendation that organizations give to employees, affirming their contributions to the organization<sup>[9]</sup>. Effective honor incentives not only satisfy employees' sense of honor but also enhance their awareness of striving for excellence<sup>[10]</sup>. From ancient times to the present day, China has always been a country that values and reveres honor. Honor is a sacred word for us and is also our value pursuit. Shizi once pointed out: "People consider losing face as a disgrace, while gentlemen consider losing righteousness as a disgrace." Shakespeare also said: "If I lose my honor, I lose myself." These honored sayings express the importance and pursuit of honor by our ancestors and also indicate the importance of honor to personal development and promotion. In an organization, material incentives are the foundation, while honor incentives are fundamental. Therefore, organizations attach great importance to the construction of a system of organizational honors. Since the 18th National Congress of the Communist Party of China, with Comrade Xi Jinping at the core, the Party Central Committee has attached great importance to the work of honoring achievements and medals, issued important instructions on the legislation of honorary titles, emphasizing that we must gather tremendous strength through honoring achievements and medals, create a good atmosphere in society that respects models and seeks wisdom from the wise, and then form a positive and healthy value orientation. In the environment where individuals, organizations, and countries advocate and value honor, more and more scholars have begun to carry out a series of researches on honor incentives. QU Sha-sha, XIANG Hui, and ZHANG Qi-guang<sup>[11]</sup> believe that universities should establish a scientific evaluation system and integrate the general principles of honor incentives, the specificity of university education, and the specific characteristics of college students to build an honor incentive system facing students. In this process, attention should be paid to the diversity of incentive methods and ensure the fairness and impartiality of the selection process. YANG Nan<sup>[12]</sup> shows that leaders should actively optimize the path of honor incentives for model workers, standardize the process of selecting model workers, enhance the fairness of honor incentives, and at the same time, closely integrate honor incentives with material incentives to maximize the actual effect of incentives. YIN Li-ping and ZHANG Xiang-qian<sup>[13]</sup> pointed out many problems such as the extensive use of honor incentives, imperfect evaluation systems for honor incentives, and difficulty in meeting the actual needs of young scientific research talents. They clearly propose measures to build a reasonable system for evaluating honors, improve the quality of honor incentive content, and shape the honor concept of young scientific research talents to stimulate their enthusiasm and ensure the incentive effect of honor incentives on young scientific and technological talents.

## 3 Current Situation of Honor Incentive Mechanism in China

### 3.1 Rich types of talent honors and titles

The awarding of talent honor titles is a recognition of the achievements, contributions, and influence of talents during the implementation of talent plans or projects. Since the reform and opening-up, the honors in China have presented three characteristics: complete categories, orderly levels, and wide coverage. The establishment of these different types of honor titles ensures the objectivity, openness, and broadness of national awards and fully demonstrates the promoting and leading role of talent honor titles in the process of socialist modernization de-

velopment. It further shows the core socialist values of respecting talents, knowledge, labor, and creativity in China<sup>[14]</sup>. At the national level, the talent honor titles include academicians, Thousand Talents Plan, and Ten Thousand Talents Plan. Among them, the implementation of the Thousand Talents Plan has further promoted the largest-scale return of high-end overseas talents since the founding of New China, accelerating the aggregation of China's high-end talents. The Ten Thousand Talents Plan is a national talent project that runs parallel to the Thousand Talents Plan for introducing foreign high-end talents. It also plays a positive role in supporting China's high-end entrepreneurial and innovative talents. At the departmental level, there are Hundred Talents Plan, Changjiang Scholars, 973 Chief Scientists, etc. Among them, the Hundred Talents Plan pioneered the introduction of scientific and technological talents in China. It not only successfully completed the "intergenerational transfer" of high-level talents in the Chinese Academy of Sciences but also introduced and cultivated a large number of high-quality scientific and technological innovation talents for the country, thereby further improving China's innovation capability and international competitiveness of scientific and technological teams. There are numerous talent honor titles at the provincial and municipal levels, such as Yan Zhao Scholars in Hebei and Tongjiang Scholars in Quanzhou, Fujian. These comprehensive types of talent honor titles greatly inspire China's scientific and technological talents to forge ahead in scientific research frontiers and explore innovation, playing a positive role in promoting the growth of scientific and technological talents, encouraging foreign scholars to return to work in China, and so on.

### **3.2 Diversity of Honor Recognition Promotion**

The publicizing and narrative dissemination of talent honor deeds is conducive to increasing society's recognition of honors and further improving the incentive effectiveness of honor on high-level talents. In the past, the main media for dissemination were newspapers and television. With the changing times, the ways of publicity have also kept pace with the times. The brilliant deeds of talents are now presented in new ways and new languages. Emerging media such as Weibo, Bilibili, Douyin, and Kuaishou have become popular platforms for spreading talent honor deeds due to their large user base. Since the 18th National Congress of the Communist Party of China, various mainstream media have carried out linked-up publicity of the honor deeds of various high-level talents through words, pictures, videos, and other means. For example, Bilibili has produced a series of promotional films that vividly record the honor deeds of talents in various fields with colorful images and touching stories. The Propaganda Department of Guangxi Party Committee created a Douyin topic called "Huang Wenxiu's New Era Youth Song" to promote the advanced personal deeds of Huang Wenxiu, a young talent who sacrificed her life for her work. The TV drama "Merits" vividly presents the wonderful life of the recipients of the "Medal of the Republic"<sup>[15]</sup>. Emerging media platforms continue to broaden the publicity path of new-era talent deeds, free from spatial limitations, and further enhance the public's admiration and respect for talents, producing good social effects.

### **3.3 Transparency and impartiality of honor evaluation work**

Ensuring fairness and impartiality is the expectation and requirement of talent for honor evaluation work. Therefore, only by ensuring a fair and impartial evaluation process can the results of the evaluation be convincing and motivate talented individuals who receive honors. At present, in China's honor evaluation work, the concept of fairness has been fully implemented, and

the evaluation process has gradually become open and transparent, effectively playing the role and influence of honor. "Academicians" are the highest honor titles in the scientific and technological fields of China. In the preliminary list of candidates for the 2021 Chinese Academy of Sciences academicians released, each academician candidate's name was followed not only by information such as age, profession, and work unit but also for the first time included the names of specific recommenders or recommendation channels<sup>[16]</sup>. This measure adheres to the scientific and impartial nature of the selection of academicians and increases the academic credibility of the academician system. The "Xingyun Talents Award" is the highest award established by the Yunnan Provincial Party Committee and Provincial Government to commend talents who have made significant innovations and contributions in Yunnan's economic and social development. Since its establishment, the award has received high attention from all sectors of society and active participation from various talents. In the evaluation process, the evaluation leadership group and the evaluation committee broke the tradition of "closed evaluation" and used an open evaluation method, which included six stages: industry evaluation, preliminary evaluation by the evaluation committee, public voting, re-evaluation by the evaluation committee, public announcement by the provincial party committee, and approval by the provincial government. Some members of the National People's Congress, CPPCC members, and representatives of the masses were invited to participate in and supervise the evaluation process throughout<sup>[17]</sup>. This evaluation process reflects the requirements of transparency, fairness, and impartiality, and is an important measure to encourage all talents to make achievements in economic and social development.

## **4 Main Problems in China's Honor Incentive Mechanism**

### **4.1 Overreliance on honor incentives and neglect of necessary material incentives**

The phenomenon of overemphasizing the role of honor incentive and reducing the status of material incentives is very obvious in China's talent incentive mechanism. From institutional to cultural means, all efforts are being made to turn towards honor incentives, providing various training and honors for scientific research talents, and using "spiritual food" to replace material incentives. Currently, some talents in our country, although they receive corresponding bonus rewards after receiving honorary titles, the actual bonus that is distributed to talents is not as substantial as imagined after deducting relevant taxes and fees. Moreover, in most cities, especially in large cities with concentrated scientific research units such as Beijing, Shanghai, and Guangzhou, a simple combination of basic bonuses and honor recognition cannot meet the physiological needs of scientific research talents, because they also face great pressure from personal housing, family consumption, children's education, etc., all of which require material satisfaction. BAI Chun-li analyzed through questionnaires of "Hundred Talents Program" winners that the vast majority of people choose the "Hundred Talents Program" because each selected person receives 2 million yuan in support including scientific research start-up fees and housing subsidies, and the recruiting unit also provides necessary laboratory and office space and other basic material conditions<sup>[18]</sup>. Therefore, if honor incentives are to play their positive incentive effects, supporting material conditions are indispensable.

## **4.2 Lack of Honor Awards for Specific Groups**

The Weibull distribution shows that historically, inventors who have made significant scientific research contributions are concentrated in the age range of 25-45 years old<sup>[19]</sup>. Many countries around the world use this rule to formulate relevant policies to encourage young science and technology talents to make scientific research contributions. For example, the United States set up the "Presidential Early Career Award for Scientists and Engineers" for young scientists, India introduced the "Bhatnagar Prize" for scientists under the age of 45, and Russia also established the "Russian Federation Government Youth Scholar Technology Award" to encourage young science and technology talents under the age of 33. In comparison, the number of honorary awards established by China for young science and technology talents is not many. The national-level youth talent awards only include the "Chinese Youth Science and Technology Award". The government-affiliated awards specifically for young scientists are only a few such as the "Outstanding Contribution Award for Young Science and Technology" established by the Shanghai government and the "Zhejiang Province Young Science and Technology Talents Award" established by the Zhejiang Provincial Party Committee and Government. Moreover, there are only a dozen or so honorary awards established by social forces specifically for young talents. In addition to young people, China also has very few honorary awards for women. Except for the national-level "China Young Women Scientist Award," the other awards specifically designed for women are few. Furthermore, in the list of winners of major honorary awards, the proportion of female recipients is much lower than that of male recipients.

## **4.3 Excessive Honor Recognition and Rewards**

The necessary recognition and award activities have a certain positive significance for encouraging scientific research and innovation. However, after the generalization of honors, they no longer have the function of inspiring excellence and encouraging backwardness. Instead, they make talents no longer value honors, and the value of honors themselves and their stimulating effects on talents will be weakened. In recent years, government agencies, enterprises, institutions, and industry associations have successively launched various talent recognition and award programs, which have played a positive role in encouraging advanced work, mobilizing the enthusiasm and creativity of talents, but due to the excessive and disorderly types of talent recognition and awards, they not only distort the environment for the growth of talents but also consume a lot of human, financial, and material resources. According to statistics, since December 2006, nearly 150,000 evaluation and recognition projects have been cleared and standardized, and the annual savings after cleaning up can reach 6.348 billion yuan<sup>[20]</sup>. Therefore, we must pay attention to the serious consequences and negative effects caused by the generalization of honor recognition and take timely and powerful measures to achieve the "slimming" effect of honor recognition.

## **5 Measures to Establish and Improve China's Talent Honor Incentive Mechanism**

### **5.1 Grasp the balance between material incentives and honor incentives**

Combining honor incentives with material incentives is essential to fully utilize the power of honor incentives, as they often rely on a certain material foundation. This means that in order to attract and retain talent effectively, honor incentives must be implemented in coordination with material incentives. When it comes to incentivizing those who make significant contributions, honor incentives must be combined with material incentives, and simple material incentives like the "heavier the reward, the braver the man" approach should be avoided, as well as honor incentives lacking substance. Material incentives that come with honor should not just be limited to bonuses and rewards, but rather provide diversified choices according to different needs of talents. Flexible and diverse material incentive methods should be adopted, such as offering high salaries and bonuses, providing good housing and medical benefits, giving generous research and collaboration funding, offering various allowances related to life and work, and providing tax exemptions and preferential treatment, etc. It is necessary to ensure that all outstanding talents are provided with the most suitable combination of "honor incentives + material incentives". In the process of implementation, special attention should be paid to a particular group, which is young scientific and technological talents. For young scientific and technological talents, their creativity is at its peak in their lives; meanwhile, they are still in the early stages of their career, requiring some material support to improve their research conditions<sup>[21]</sup>. Therefore, for young scientific and technological talents, material incentives should be the main focus, and honor incentives should be used as a supplement.

### **5.2 Appropriately adding youth awards and women's awards**

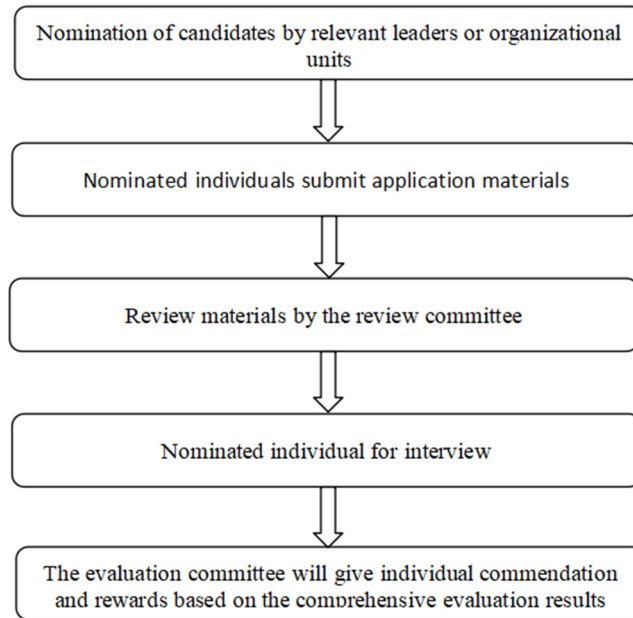
Making use of excellent young scientific and technological talents is a source of talent power for the national strategy, as well as an important support for future scientific and technological development. According to relevant survey data, China's youth population aged 14-35 accounts for 29.8% of the total population, reaching about 415 million people<sup>[22]</sup>. However, in terms of obtaining prestigious awards, taking the National Highest Science and Technology Award as an example, as of 2022, the average age of award winners is 82.72 years old, and even the youngest winner is 64 years old. Due to age restrictions, young scientific and technological talents are difficult to obtain recognition at higher levels. Therefore, to encourage young talents to make outstanding contributions to the high-quality development of China's economy and society, it is recommended that relevant government departments relax age restrictions on awards and set up multiple types and levels of awards for different types of young scientific and technological talents. At the same time, social forces should also be encouraged to establish more awards specifically for young scientific and technological talents, in order to inspire them to achieve fruitful results in scientific research positions. Female scientific and technological workers are an important part of China's scientific and technological talent pool and an indispensable force in promoting technological innovation. According to the latest statistics from the China Association for Science and Technology, the growth rate of female scientific and technological human resources in China has surpassed that of males, becoming a true "half of the sky". Therefore, in addition to providing more opportunities for encouragement to young scientists, it is also necessary to call on society to give more attention, support, and respect to female sci-

entific and technological workers, and to provide them with more resources and trust<sup>[23]</sup>. Considering the scarcity of female scientists in China, it is recommended that relevant departments break free from traditional concepts about women and adopt measures to prioritize supporting female scientific and technological personnel under equal conditions in various scientific and technological award selection processes. Furthermore, more provincial and municipal-level awards for female scientists should be established, with award formats based on the "China Young Women Scientists Award" that has already been established.

### **5.3 Strictly Control Honorary Commendation of Various Talents**

Ensuring the scarcity of honors maximizes their value and provides a strong incentive for honorees<sup>[24]</sup>. Therefore, regarding the problem of generalization in China's honor awards, relevant departments should promptly clean up those honorary activities that lack influence and are merely formalities, ensuring high-level honors possess rarity, while also allowing low-level honors to have a certain award rate. This can ensure that a considerable number of individuals can obtain low-level honors such as "commendation", establish a sense of honor recognition, and simultaneously make scarce high-level honors attractive to talent, motivating research and development. In terms of specific measures, first, a thorough investigation into the current situation of honor setting and the evaluation and feelings of the general public towards various honors should be conducted. Appropriate honors should be increased while meaningless honorary awards should be removed. Secondly, relevant requirements for honor awards should be established to strengthen the management of honor award activities. Firstly, strict approval procedures for award reporting should be established. If an award activity is needed, the hosting unit should first submit a detailed work plan for approval to the local government, which is then reported to the local human resources bureau. The selection and commendation working group of the human resources bureau will assess the award-winning objects, and finally, the human resources bureau will provide opinions and suggestions on the awards. Secondly, the application time for relevant honor awards should be standardized. The award activities carried out in the name of the provincial government should generally be held every three to five years and submitted to the Provincial Department of Human Resources and Social Security one year before the award presentation. In special circumstances, if an individual who has made significant contributions in handling emergencies or undertaking important tasks requires commendation, the application should be submitted one month before the award presentation begins. The general declaration process is shown in Figure 1. Other nominal honor awards depend on the type and actual situation of the local municipal government. Thirdly, the scope of honor awards activities should be clearly defined. Commendation should be limited to within the unit (system) and generally do not support cross-system honor awards<sup>[25]</sup>. Finally, I believe that to fundamentally address the over-generalization of honors, we must both scientifically set and regulate honor award activities to achieve a "lean" effect in terms of quantity, and vigorously promote a pragmatic work style and realistic thinking. To accomplish this, relevant leadership departments should guide their thoughts correctly, seek truth from facts, and work hard, enabling honors and commendations to truly have a positive incentive effect on talent.





**Figure 1** Application Procedure

## 6 Conclusions

The incentive effect of honor is more obvious for motivating technological innovation talents. In order to attract high-level technological innovation talents, China has formulated a series of honor incentive mechanisms for scientific research talents. However, there are still problems such as neglecting necessary material incentives, outdated and monotonous honor incentive methods, lack of honor awards tailored to specific groups, excessive and disorderly honor commendations, and the lack of an honor information management system. In addition, the proportion of non-official honors and official honors is unbalanced. This article proposes to improve China's talent honor incentive mechanism, accelerate the construction of important world talent centers and innovation highlands, and make contributions to the great rejuvenation of the Chinese nation.

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