



PREFERENCE OF REWARD SYSTEM ON LIFE INSURANCE ELDERLY SALESWOMEN IN TAIWAN

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ABSTRACT

The purpose of this study was to explore the preference of reward system on life insurance elderly saleswomen in Taiwan. Seventy-two elderly saleswomen of Nan-Shan life insurance were selected randomly as the subjects and participated in this study. The results indicated that subjects showed high preference about promotion for the reward system. As the results of this study certain suggestions were also being made so as to improve the level of job satisfaction of the elderly employees. This research finding can give several suggestions to the insurance companies and future researches for their references.

KEYWORDS: Reward System, Elderly Saleswoman, Life Insurance.

INTRODUCTION

Taiwan already has been developed in aging population society. Health and long-lived are the most important issues for the elderly. The insurance business has to follow the pace of getting the community to flourish. A good reward system will help to generate sales in the exhibition industry of high performance, but also increase employee morale, in recent years, elderly saleswomen account for an increasing proportion of insurance business personnel, hence this study is to survey the reward system of Taiwan's local largest life insurance companies named Nan-Shan and understand the elderly saleswomen of Nan Shan life insurance about the preferences of reward system.

LITERATURE REVIEW

The main purpose of this study to explore incentive system of Nan-Shan life insurance and show the following will be defined for the motivation theory, and the company's incentive system of comparison, the breakdown of the:

The Theory of Motivation

Modern organization and management theory of motivation is a very important part. Research on motivation theory considerable, which theory of motivation can be divided into three categories, namely, to meet the theory, process theory and reinforcement theory. Following the theory of motivation for these three categories, sub-item description of:

1. Fulfillment Theory

1974 Iraq • Katz in his book "Personal use of mass media", the first proposed to meet the theory. Katz Iraqi media contact behavior will be summarized as a "Psychological factors, social factors + media contacts media expect to meet demand"causal chain process.

It can be found in the theory of cause and effect diagram the following points: (fig 1)

- a. To meet the needs of individuals with social and psychological factors, because the demand to meet the main purpose is to satisfy their own needs.
- b. In order to reach people will go to meet demand access to or use of media.
- c. People in the use of media will have a personal mpression and evaluation, in this generation to meet demand, or unmet need.
- d. Regardless of whether the meet, which will affect the choice of the media after use basic on meet with people to fix the results of both the media impression.

Herzberg (1959) is in Maslow's needs for motivating employees, some theoretical basis. This theory of the demand levels, respectively Maslow theory, and Herzberg factor theory. The following will address Maslow (1954) and Herzberg the needs of employees with motivation theory, itemized description of:

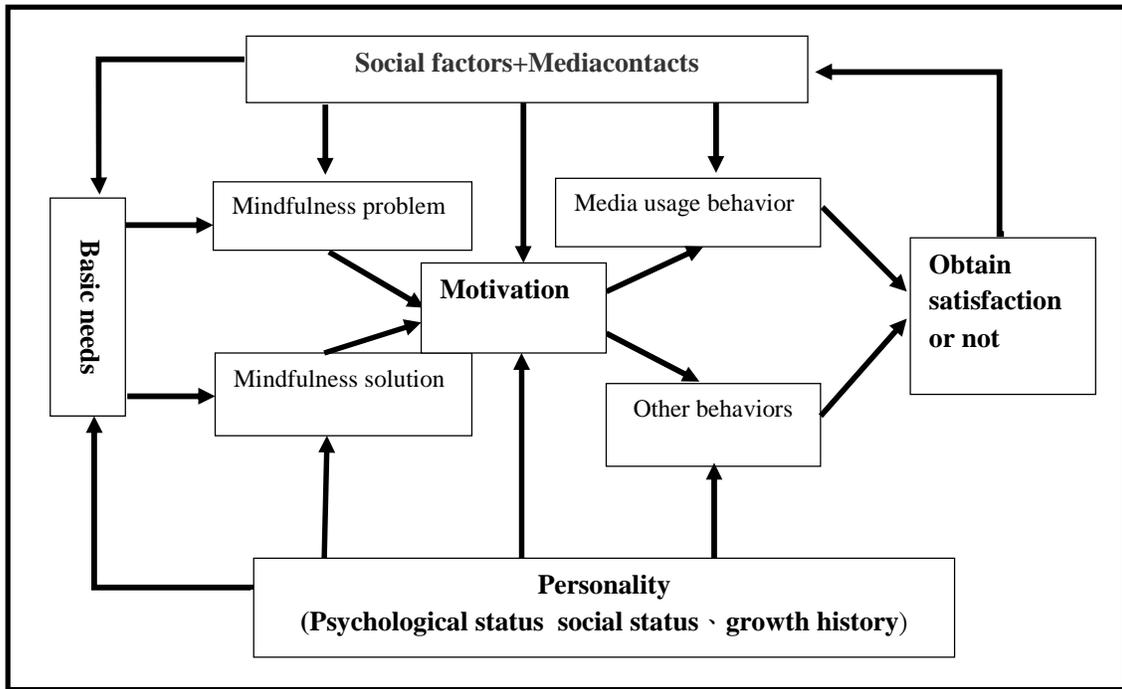


Figure1 Fulfillment theory

2. Personal Hierarchy of Needs Theory

Regarding Abraham Maslow proposed "hierarchy of needs", is a driving force within the self, which can be driven by personal power to do its utmost to keep their individual inherent potential to achieve self-realization

people will be proud to work. And Maslow believes there are five levels of needs for every person, it will be five kinds of needs in descending order are: physiological needs, safety needs, social needs, and respect for the needs of self-actualization needs. (Fig 2)

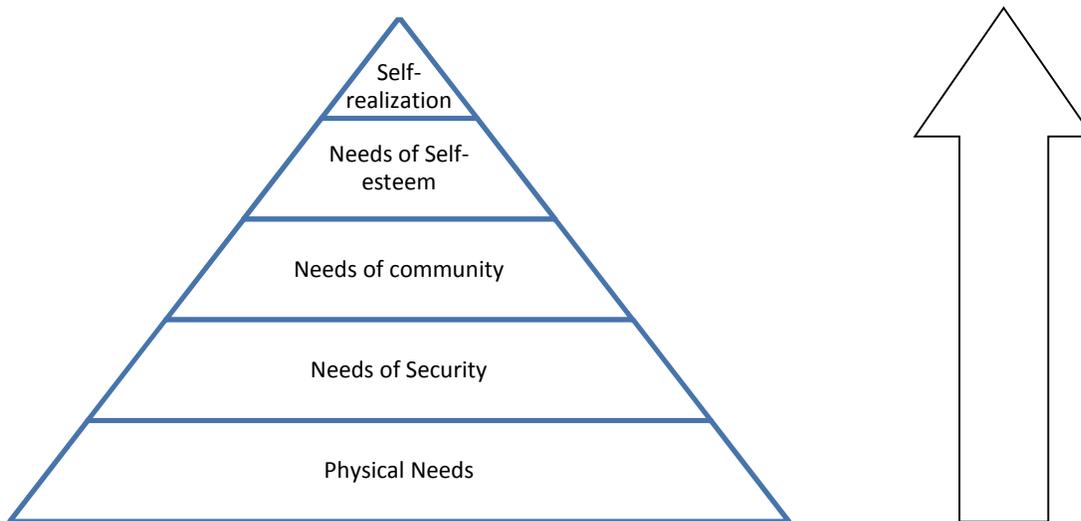


Figure2 Maslow's hierarchy of needstheory

By the company on the map to the corresponding incentive system, the theory of Maslow's physiological needs, may include: salary, bonuses and benefits; security requirements may include: employee insurance and the working environment; social needs may include: community activities; self-esteem needs may include: employee's position and title; finally, self-realization may

include: education, training or learning and growth groups have is.

3. Two-factor Theory

The theoretical main motivating factors will be divided into intrinsic and extrinsic working factors. Extrinsic working factors, also call as health factors, including job security, salary, work environment, company policies,

technical supervision, interpersonal relations, status and welfare; and intrinsic working factors called motivation factors, including achievement, recognition, promotion, the work itself, responsibility and growth and development. For confirming the two-factor theory, Frederick Herzberg and his assistants for a variety of professional and non-professional organization conducted a number of industry survey found that: When people think of these factors very well, it just eliminates not satisfied, and will not lead to a positive attitude, which formed a kind of neither satisfied, but not satisfied with the neutral state. And a positive attitude can really meet the individual factors are the factors of self-realization; include: achievement, appreciation, challenging work, increased work responsibilities, and opportunities for growth and development.

Moreover, Herzberg's study can be found to meet the needs caused by the depth and effectiveness of the incentive is not the same. Satisfaction of material needs is essential, without it will lead to dissatisfaction; But even met, its role is often very limited, cannot be sustained. To arouse people's enthusiasm, not only to pay attention to material interests and working conditions and other external factors, more important to pay attention to the organization of work, The merit and live in, pay attention to the spirit of encouraging people to give praise and recognition, giving attention to growth, development, and promotion opportunities. Intrinsic motivation is much important while people live without food and clothing problems.

4. Process Theory

The main theory is to explain how human behavior is the beginning, cause, continue, amend and terminate. The excitement process model focuses on the incentive program or process is expected to focus on individual cognition and the results of the comparison, including personal self more fair, and fair comparison with others, if the comparison is unfair situations create, staff will automatically adjust individual behavior in order to achieve state of satisfaction. In this regard, encouraging the process model can be broken down into Adams (1963) equity theory, and Vroom (1964) expectancy theory.

- a) **Expectation Theory:** The output of employee behavior advocated a cautious sense of rational choice and the process, such acts of conscious choices of different choices for the Department to give a comparative evaluation. Expectation theory consists mainly of expectations, preferences, output and other factors. If the probability of employees to achieve expected output higher, the greater the incentive.
- b) **Equity Theory:** The main focus is to act as an important incentive compensation factor. Employees will not only concern about their investment and compensation relationships, but also to themselves and others to compare. If employees think of their work into a fair and reasonable compensation, will have a sense of satisfaction, if the employees will work between the input and reward ratio, and other reference groups compare with each other and found that when injustice will lead to a sense of unfairness, then employees will be motivated to take action to reduce unfair.

- c) **Reinforcement theory:** The theory was proposed by the American psychologists and behavioral scientists Skinner, Hersey, Blanchard. The basic spirit is to restrain behavior, regardless of the actors within the cognitive situation. That is to take positive and negative orientation to strengthen the control of behavior and change, or the use of incentives to continue to repeat the original behavior. As for the unwanted behavior, places a punishment, it weakened or no longer appears.

Strengthen types include positive reinforcement, negative reinforcement, and natural healing of three types:

- (a) **Positive reinforcement is also known enhanced:** When people take certain actions, can get from others so make it a pleasant result, and this results in turn, people tend to be promoting or repeat such behavior of the force. For example, businesses with some attractive results (such as bonuses, leave, promotion, recognition, praise, etc.), to indicate to the safety of staff behavior recognition, thus enhancing worker safety procedures carried out to further observe the behavior of safety .
- (2) **Negative reinforcement, also known as negative reinforcement:** Refers to a non-compliant behavior caused by the unpleasant consequences of the act to be negative. For example, corporate security managers told workers do not comply with safety regulations, must therefore be criticized, even without the award. So do not expect the workers to avoid such results, and then carefully follow the rules for safe operation.
- (3) **Spontaneous regression, also known as attenuation:** Refers to some kind of acceptable behavior to strengthen the original revocation. In a certain period of time not to strengthen, the natural decline and gradually subsided. Enterprise employees work overtime to complete production quotas had to give rewards and subsequently by the study suggests that this is not conducive to the health of workers and enterprises long-term interests, it is no longer distributed to reward, so that workers gradually reduce overtime.

STUDY DESIGN

1. Research methods

The Institute is the research methods used for "questionnaire." Questionnaire, which is based on written questions to collect information the way a research method, namely the investigation of the project were compiled into a table on the survey type, distributed to the staff, referrals to fill in the answer, and then recycling sorting, statistics and research. It can be a thing of the survey respondents, or cognitive behavior and attitude problems, understand the fact that the respondents views on society and to analyze the behavior of the situation.

2. Study

This study of 72 Nan-Shan Life Insurance old saleswomen, older women to explore the performance of operational staff from the company's performance is the impact of incentive system, and its incentive system is in line with the company's employees in the elderly women

preferences? Nan Shan Life in Taiwan has the most complete, full contract system, insurance companies, also said is Taiwan's wealth of knowledge of the insurance company. The Nan Shan Life Insurance in the core values of employees required to achieve "integrity first, service first, professional, innovative, perfect" state. To this end, Nan Shan Life Insurance Company strategy

- (1) Regardless of inside and outside the ground, work together.
- (2) Proactive service culture was established.
- (3) For customer satisfaction.
- (4) Innovation.

The present study aimed to explore the sales staff to do, and Nan Shan Life Insurance sales subject to the tenets include: professional, disciplined, loyal, optimistic, helpful, thrifty, credible, courageous, polite, clean, diligent, faith; The sales staff to push the sale contains:

- (1) Organization prospective customers.
- (2) The opportunity made contact to interview.
- (3) The establishment of common problems.
- (4) The establishment of individual life insurance is the best description of the problem and solution aids: financial needs analysis.
- (5) Incentives.
- (6) To conclude.

The Nan Shan Life Insurance in order to reduce the frustration in the marketing of new, enhanced special training courses in basic communication skills and ability

related issues at the inside. In this study, older women in the Nan Shan Life Insurance sales staff for the study, mainly I believe Nan Shan Life Insurance business philosophy is feasible, but also believe that philosophy will inspire your staff, and employees can work efficiently to achieve goals are met sense. In this, the study will focus on older women in the Nan Shan Life Insurance sales staff to research incentive system preferences the hope to explore the operational staff for the older female preferences and the impact of incentive system.

3. Research framework

First, in recognition of motivation and research purposes, after the collection and collation of relevant literature, and in accordance with the purposes set of assumptions and the establishment of research infrastructure, in establishing the assumptions, questionnaire design, and payment of the selected study questionnaire survey. In the questionnaires back, the first removal of invalid samples, and then judged for effective data analysis, and finally, according to the results of data analysis, conclusions and recommendations.

PREFERENCE OF REWARD SYSTEM

What are old insurance saleswomen the most anticipated reward system? In this study, older women in public recognition for the way the insurance salesman, bonus system, the prize system, overseas travel, promotion and other incentives for the promotion system found in the insurance business in elderly women member of the most anticipated reward system, shown in Table 1.

Table 1-The most anticipated reward system of old insurance sales women

Items	Persons	%
Public recognition	10	13.9
Bonus	8	11.1
Prize	9	12.5
Overseas travel	12	16.7
Promotion	33	45.8

For old insurance saleswomen, the promotion of access to certain company and upgraded more face rank, overseas travel can be to play around and work partners or families, and public recognition of the way to build confidence by praise everyone's support, as well as provide the prizes are very generous so very practical people who like to also have a lot of money on some of the results will be achieved if interest dividends.

"Promotion" is the way most people choose incentives on top of it because of the reign of order to have more subordinates to increase their sense of honor, incentive bonus is their last choice, because their dividends welfare system integrity is also improved so we preferences the money is not on but in the material and other additional benefits. The reward system for the other minor, such as

public recognition, bonuses, awards system, as well as overseas travel, not the incentive system in different ways, but the following breakdown of the older women in the Nan Shan Life Insurance sales staff incentive system for the other methods of preference:

1. Public Recognition

This study surveyed the most anticipated public recognition mode selection project, "in recognition of weekly or monthly meeting," "publications in recognition of", "on the recognition of overseas travel," "Heroes standings praise." And the Nan Shan Life Insurance seventy-two insurance business personnel in elderly women for the study sample, the survey's most senior female staff look forward to the insurance business recognition approach.

Table 2 The most anticipated public recognition method of old insurance sales women

Recognition of the project	Persons	%
Weekly or monthly meeting in recognition	10	13.9
Publications in recognition	49	68.1
On the recognition of overseas travel	6	8.3
Hero praised standings	6	8.3
Others	1	1.4

According to the findings of the study questionnaire shows in Table 2, the most senior female staff looks forward to the insurance business recognition in publications and praise for the way, this project accounted for 70% of the total of 49 people. Recognition in the publications of each company colleagues have encountered clearly seen. Most were not to be expected on the recognition of overseas travel and heroic standings recognition, largely due to not let colleagues knows who received recognition.

2. The Bonus System

From Table 3 shows that, in elderly women business insurance salesman in the implementation of the most anticipated work incentives and bonuses to "increase the number of bonus", the second as "personal reach bonus", the second by the third difference one for "salary increase", most do not expect the bonus is "group to reach gold."

Table 3 The most anticipated bonus of old insurance saleswomen

Items	Persons	%
Groups to achieve bonus	2	2.8
Individuals to achieve bonus	21	29.2
Increase in basic salary	20	27.8
Increase the number of bonus	29	40.

3. The prizesystem

Table 4 shows, most look forward to receiving the prize is the "home appliances", and most do not expect is "telecommunications, computer peripheral products." Since most old insurance sales women are at home or the

elderly, and therefore want practical appliances, more in line with economic effects. Because older people are not familiar with most 3C products operation, so for the telecommunications, computer peripheral products of the reaction of most of them are not interested at all.

Table4 The most anticipated prize of old insurance saleswomen

Items	Persons	%
Appliances at home	10	52.8
3 C products	8	2.8
Brand-name goods	9	19.4
Audio-visual and entertainment supplies	12	18.1
Others	33	6.9

4. Overseas Travelling

The most important project for half of the elderly saleswomen travel abroad is location. Location will affect the willingness to travel, followed by the travel

arrangements for the hotel but will not require a high level, focusing only on security simply can sleep well like during one night, not for luxury, beautiful style. Therefore, the location will be the biggest incentive in Table 5.

Table5 The most important project for half of the elderly saleswomen overseas travelling

Items	Persons	%
Place	46	63.9
Food	10	13.9
Hotel	2	2.8
Play	14	19.4

SUGGESTIONS

The purpose of this study is to understand the elderly saleswomen of the company's current motivation system preferences. The following will be found for this study, the specific proposed recommendations for future related research.

Based on the foregoing analysis of the following proposed several research proposals, hoping to provide insurance companies and researchers as future reference.

1. The Proposed Incentive System

From the analysis found that the insurance elderly saleswomen related benefits for themselves and fewer opportunities to participate in policy formulation, due to insurance business in the elderly women who stayed most of the working time outside the company, so the company can arrange a short time and asked to explain comments by the director, so that employees feel the company for their sake, they want to have the opportunity to fight for the welfare of this, business people who would be willing to invest more time and effort, so that performance of the company constantly upward..

2. The Proposed Staff Cohesion

Insurance elderly saleswomen are field work, therefore, between colleagues and between supervisors and subordinates will be the lack of interaction and communication, insurance companies should create a forum to members to enhance understanding, promote friendship, to promote among its members mutual acceptance, improve the compatibility between members.

3. Recommendations for follow-up study

- (1) In this study, only questionnaires to collect relevant information, researchers can use the follow-up interviews for data collection.
- (2) This research topic only in elderly insurance saleswomen for incentive reward system and expected to do the investigation, should be tailored to job satisfaction or job performance, for further discussion, comparison and verification.
- (3) The study sample is limited to older women in the Nan-Shan Life Insurance saleswomen, so future research can increase various other insurance

companies or the insurance industry's business, for further discussion, comparison and analysis

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