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基于企业生命周期的薪酬策略研究

厦门大学

硕士学位论文

基于企业生命周期的薪酬策略研究

Research on Compensation Strategy Based on  
Organizational Life Cycle

张志雄

指导教师姓名: 宋培林 副教授

专业名称: 企业管理

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张志雄

指导教师 宋培林 副教授

厦门大学

答辩委员会主席: \_\_\_\_\_

评 阅 人: \_\_\_\_\_

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## 论文摘要

薪酬策略是指那些关于如何帮助组织完成战略目标的薪酬决策集合，它能够帮助企业将经营战略转化为实际的行为和方案，这些策略是企业薪酬战略的分解，是指导企业薪酬管理达到既定目标的行动纲领和措施。

本文基于企业生命周期的视角，以薪酬策略作为研究对象，将薪酬策略与企业发展阶段的匹配作为研究主题，探讨了企业不同生命周期阶段的薪酬策略。首先，本文将企业生命周期划分为初创、成长、成熟、衰退和蜕变五个时期，针对这五个时期，总结了企业在不同时期的特点。其次，基于不同时期企业的特点，讨论了不同时期企业的人力资源管理特征。最后，根据处于不同生命周期企业的特点及人力资源管理问题，从薪酬的决定基准、薪酬支付结构和薪酬管理制度三个维度探讨了企业不同时期的薪酬策略特点。

在文章的引言部分，介绍了本文的选题背景、研究意义与文章结构。论文的第一章对企业生命演化与薪酬策略研究进行了简要述评，并在此基础上引出了文章的研究主题。从第二章到第六章，本文详细论述了在初创、成长、成熟、衰退及蜕变阶段的企业特点、人力资源管理特征和相应的薪酬策略。在论文的最后一章（第七章），对本文的研究内容进行了总结，并检视了文章的不足和提出了今后的研究方向。

**关键词：**企业生命周期；薪酬策略



## **Abstract**

Strategic compensation is a set of decisions of compensation which can assist organization to achieve their goal, which can also transform organizational strategy to the practical behavior and project. Through effective compensation management which can raise and improve the core capability of organization, and it will be the main approach of Chinese corporations to acquire competitive advantages in the domestic market which have severely competition and international market full of opportunities.

Based on the former study of compensation and evolution of firms, a strategic compensation system was built on this research by considering the compensation problems in terms of the strategic view. Firstly, the research disport organization life cycle for five section: introduction, rapidly growing, maturity, decline and transforming, discuss the different characters in different stage and different human resource management problems refer to these stages. Secondly, the research defines compensation strategy in terms of 3 dimensions: basis for Pay, design Issue, administrative Framework. Finally, educe the compensation strategy in terms of the different characters in different stage and different human resource management problems refer to these stages.

The main contains of this thesis can be introduced briefly as follows:

Preface: Introduces the background, significance of strategic compensation management based on organization life cycle and the research theme of this thesis.

Chapter 1: Summary of the strategic compensation management, organizational life cycle and related theories.

Chapter 2 to chapter 6: Description of the different characters in different stage and different human resource management problems refer to different stage of the life cycle, and educe the compensation strategy in terms of the different characters and different human resource management problems refer to these stages.

Chapter 7: The end part sums up the main conclusions and the limitation of this thesis, farther correlative research realm

**Key Words:** Organization Life Cycle; Compensation Strategy





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