



Problems and Countermeasures of Village Level Financial Management in Rural Revitalization Strategy Based on Incentive Theory

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Abstract: Since the implementation of the strategy of Rural Revitalization at the 19th national congress, remarkable development has been made in rural areas all over the country, and the lives of villagers have also been improved. However, there are some problems behind the development. The village financial management is an important problem that affects the development of rural areas. In this regard, combined with the background of Rural Revitalization Strategy, starting from the problems of village level financial management, under the guidance of incentive theory, this paper puts forward some countermeasures and suggestions for the reform and improvement of village level financial management.

Keywords: Rural Revitalization Strategy; Village Level Financial Management; Incentive Theory

1. Problems in Village Level Financial Management

1.1 Weak Awareness of Financial Management

Firstly, the village collective does not pay attention to financial work. Restricted by the traditional concept, the financial personnel in the village collective have been ignored. Generally, the financial personnel are not allowed to participate in the village collective management activities and major decisions. At the same time, the village collective also ignores the participation, decision-making, audit and other basic functions of financial accounting, which seriously affects the village financial personnel to fulfill their responsibilities.

Secondly, some village cadres have a weak sense of financial law and discipline. Although some village cadres have a strong sense of responsibility, they don't pay enough attention to how to regulate the financial work of the village collective. Some of them think that the accountants only act as the payers, ignoring their functions of financial monitoring and decision-making.

1.2. The Relevant System Lacks of standardization

First, there are a lot of bad debts. The financial system of some village collectives is not perfect, the management of current receivables is not strict, and the collection is not timely. In fact, the current accounts of some village collectives have formed bad debts, and the figures reflected in the account books are not true, which has seriously affected the normal profits and losses of the village collectives.

Secondly, the scope of special funds is too wide and the expenditure is too arbitrary. Some village collective is not strict in approving special funds, and lack of necessary argument before the implementation of the project, which makes the actual expenditure of funds inconsistent with the planned expenditure.

Finally, there are many problems in fixed assets. Some village collective fixed assets management and financial

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management are out of touch, the registration and cancellation of fixed assets are not timely, the accounting books can not reflect the actual situation of fixed assets in a real and timely manner, and the financial accounting information is not accurate.

1.3 Personnel Quality Needs to be Improved

First, many young and middle-aged people with certain cultural qualities in village collectives choose to go out to work. Village level financial personnel are mainly village cadres or other villagers. Most of them have relatively low education background, are not financial professional background, and have not undergone systematic learning and training. Most of them rely on experience and follow conventions in handling accounts.

Secondly, many village financial personnel are recommended by village cadres, so they have a subtle relationship with village cadres. They lack a real understanding of the responsibilities of village financial personnel, and the overall quality of village financial personnel needs to be improved.

1.4 Imperfect Regulatory System

First of all, some villages lack the required financial management system. Due to historical reasons and so on, the expenditure control system related to village financial activities haven't been established, lack of clear expenditure scope, standards and approval procedures, and most village collectives adopt the policy of "actual reimbursement and actual sales" in terms of expenditure.

Secondly, although a control system has been established for some economic matters, it is still unreasonable. examination and approval of some village collectives on economic matters is only limited to the ex-post examination and approval, and lacks the ex-ante examination and approval. The reimbursement process mostly adopts the process of "approval before audit", which seriously affects the audit authority of accounting personnel.

Finally, there are many loopholes in the custody of collective seals in a few villages. Some village collectives leave the financial seal and legal person seal to the village accountants for safekeeping, which seriously violates the principle of separation of duties and increases the risk of fraud by one person.

2. Suggestions on Solving Village Level Financial Management Problems in Rural Revitalization Strategy Based on Incentive Theory

2.1 Strengthen the Consciousness of Financial Management Through Expectation Incentive

Expectation theory points out that whether people will take a certain behavior depends on the result of the behavior. At the same time, the relationship among effort, performance and reward determines people's attitude towards work. Therefore, in order to motivate village level financial managers, we must let them understand that what they need is related to performance and work, and they can get what they need by working hard to achieve the required performance.

First, the village collective should set up reasonable financial personnel to avoid financial losses caused by insufficient manpower and excessive work pressure of financial personnel;

Second, the village collective should establish and improve the incentive mechanism to attract high-quality talents while improving the quality of financial personnel and stabilizing the salary and reward treatment.

Third, the village collective should strengthen the investigation of responsibility, realize the management and supervision of each fund and each branch, strive to achieve the unity of responsibility, power and interests, and avoid unclear power and responsibility or abuse of power.

Fourth, the village collective should attach importance to and support the work of the village financial personnel. Village financial personnel should realize that their responsibilities are not only limited to simple "increase, decrease, multiply and divide", but also actively participate in the decision-making of village collective major issues and perform the basic responsibilities of financial personnel.

2.2 Improve the Financial Management System Through Strengthening the Incentive System

According to the reinforcement theory, the stimulation people get before action has an important impact on their behavior. Therefore, we can strictly regulate the relevant contents of financial work by improving the financial management system, and clarify the feasible and infeasible, punishment and reward, so as to strengthen the behaviors

of financial personnel that are conducive to financial work and weaken the behaviors that are not conducive to financial work.

First of all, the village collective should formulate and improve the basic rules and regulations in the village. Each superior government department shall establish corresponding financial management system according to the actual situation of each village collective under its jurisdiction, so as to make the financial work of village collective have laws to follow and evidence to follow.

Secondly, the village collective should seriously implement the basic financial management rules and regulations. After the establishment of the system, the village collective should ensure the implementation of various rules and regulations, and at the same time, study and formulate feasible specific rules to improve the operability of the implementation.

Finally, the village affairs supervision committee should strictly perform its supervision responsibilities, strengthen the supervision consciousness, actively participate in the supervision of the formulation of the village level financial management system, implement the relevant system, and ensure the smooth progress of the village financial work.

2.3 Improve the Quality of Relevant Personnel Through Internal Drive and Incentive

The theory of force field regards human activities as being carried out in a force field, there are two forces in the force field: driving force and restraining force. Therefore, we should take measures to enhance the driving force, promote the development of financial personnel in a better direction, reduce the containment, and educate the financial personnel, village cadres and other relevant personnel in laws, regulations and policies, so as to avoid the phenomenon of evasion of responsibility and inaction.

First, strengthen the corresponding training for the professional knowledge of village level financial personnel. The higher authorities should strengthen the financial business knowledge training of village level financial personnel, at the same time, they should also require the village level financial personnel to strengthen the study of professional knowledge and relevant legal knowledge, so as to promote them to constantly update their professional knowledge.

The second is to strengthen the training of village cadres in financial laws and policies. The higher authorities should organize the village cadres to study the relevant financial laws, regulations and policies, enhance the legal awareness of the village cadres, so that they can lead the village collective to formulate and improve the financial management system and strictly abide by it, and integrate the corresponding laws and regulations into the actual financial management process.

Third, select and employ excellent financial personnel with professional knowledge of accounting as village financial personnel. When recruiting village financial personnel, the village collective should give priority to the villagers who are principled and fair, and focus on the young talents with strong sense of responsibility and relevant financial and accounting professional knowledge, so as to inject fresh blood into the village collective.

2.4 Promote the Village Supervision in Place Through the Internal Demand Incentive

Maslow's hierarchy of needs theory holds that only unsatisfied needs can influence people's behavior, which are of great importance. Therefore, measures should be taken to encourage people to realize that financial work is not far away from them, but closely related to their lives. Attract people's attention to financial management, and then stimulate people's need for financial supervision.

First of all, we should realize the institutionalization, normalization and standardization of accounting disclosure. Each higher-level government must implement rigid regulations and explicitly require the village collective under its jurisdiction to make the accounts public within the prescribed time. After the disclosure, the main person in charge and accounting personnel of the village should arrange time to accept the villagers' questions about relevant matters, actively respond to the villagers' questions, and listen to the villagers' suggestions on the accounting disclosure work with an open mind.

Secondly, we should make the contents of village collective accounts comprehensive, true and accurate. On the one hand, it is necessary to make public the issues clearly required by the relevant national laws and regulations, on the other hand, it is also necessary to make public the issues related to the vital interests of the villagers and the common concerns of the villagers.

Finally, through the demand incentive, the village supervision committee is encouraged to perform its supervision duties. The village supervision committee should actively listen to the relevant opinions and suggestions of the villagers on the village collective financial management, timely report these opinions and suggestions to the two committees of the village, and drive the villagers to actively perform their supervision while performing their supervision duties.

3. Conclusion

Through the deep analysis of the current situation and various problems of village level financial management, it is concluded that the problems of village level financial management are mainly manifested in “consciousness”, “system”, “talent management” and “supervision”. Therefore, starting from these four aspects, this paper uses the “expectation theory”, “reinforcement theory”, “force field theory” and “Maslow hierarchy of needs” in the incentive theory. The paper puts forward four targeted improvement measures respectively. These measures have certain reference significance to solve the problems of village level financial management, which is conducive to actively respond to the party’s new policies and further promote the implementation of Rural Revitalization Strategy.

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