

Reconstruction of Passion for Workplace Prisoner

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Abstract

"Workplace Prisoner" refers to those employees who are stuck in their own career and are unable to make progress. They are dissatisfied with the company and do not work hard but still expect to continue to "mix". Their formation has both personal and organizational internal causes. The passion of Workplace prisoner should be remolded. First, employees should regain their working interest. The second is to help employees plan their career development. The third is to establish an appropriate salary incentive mechanism to avoid "incentive dilemma".

Keywords

"Workplace prisoner",internal causes, external causes, vitality.

1. Introduction

According to the latest research by Aon Hewitt, about 8% of employees in global enterprises are "workplace prisoner".They are ostensibly competent for the job, but they never positively evaluate the company, nor do they work hard. Moreover, they are determined not to find another job and their work efficiency is far below the normal level. The "prisoners in the workplace" are often ignored by the human resources department of the enterprise, but they have actually stopped creating value for the company and will also hinder the development of new employees, conveying bad emotions in the organization and causing haze in the organization. Therefore, how to reshape the enthusiasm of the prisoners, activate the working power that has gradually "fallen asleep" and make them give full play to the value of their jobs is increasingly on the strategic agenda of enterprises.

2. Analysis on the Causes of " Workplace Prisoner"

2.1. Internal Factor Analysis

2.1.1. Pursuing Job Security

According to the analysis of the " Workplace Prisoner" questionnaire data, the more stable people are, the more likely they are to become " Workplace Prisoner ", with a proportion as high as 35%. In reality, the pursuit of stability means staying in a comfortable environment rather than leaving, and if you stay in the same unit or post for too long, the easier it will be to become a "workplace prisoner". According to the survey, the probability of becoming a prisoner is about 5% for employees who work for less than one year. With the increase of working hours, the probability of becoming a "prisoner" gradually increases. The probability of becoming a prisoner increases to 10% for employees who work for more than ten years. People who do not want to make progress often talk about "almost", "muddle along" and "you lose if you are serious". Like a warm boiled frog, the fighting spirit is wiped out in a comfortable environment, forgetting the spirit of the past, and has no desire and pursuit for the profession.

2.1.2. Losing the Passion of Work

This is mainly manifested in the old employees with certain qualifications. When they first entered the workplace, they were full of energy and fighting spirit. They worked hard and enthusiastically, hoping to show their ambition. After a long period of work experience, they have become familiar with the unit and have become more skilled in business. However, the work is monotonous and the space for personal development is not large, which leads to professional burnout. In Harvard Business Review, Jack Zenger, Joseph Folkman and others analyzed data provided by 970 employees in a company. These employees are between 35 and 44 years old (prone to a mid-life crisis) and set a minimum 10% target for their job involvement. They often adopt the attitude of "more than one thing is less than one thing, less than one thing is less than nothing", placing old qualifications, only paying attention to treatment, not paying attention to performance, and transmitting bad influence in the organization.

2.1.3. Lacking Sense of Organizational Identity

Endless procedural work and hospitality, repetitive and monotonous work will not only make employees' work enthusiasm, but also make them unable to achieve a sense of accomplishment in their work. Over time, they lose their enthusiasm and enthusiasm, and even become disgusted with their work. It creates confusion and suspicion about individual professional value, and lacks a sense of identity and belonging to the organization. This makes them lack of pride and satisfaction in the organization and weakens their confidence and pride. Neither will you evaluate the company positively or recommend your company to a friend.

2.2. External Factor Analysis

2.2.1. The Incentive System Is Unscientific

The "incentive dilemma" formed by steep incentives. The phenomenon of elite incentive dilemma "encouraging one person and numb a group of people" has always existed. Under the steep incentive system, only the top high-performance employees will be rewarded. Most people cannot be rewarded and will become numb in the incentive system of flour. They will think that the company is unfair to themselves and that they have been treated unfairly for a long time. Their accumulated dissatisfaction makes them only willing to complete the minimum work, because the return is very little, so they choose not to make more efforts. At the same time, for employees with higher remuneration, if they only rely on remuneration as an incentive factor and do not set up a reasonable performance appraisal and matching reward system, they will only stay for a good salary, and the work itself is still unsatisfactory.

2.2.2. The Assessment Mechanism Is Not Perfect

At present, all units have basically established an annual assessment mechanism, and some units have also implemented performance pay. However, affected by various factors, it tends to focus on the assessment of common issues (such as attendance, daily behavior, work completion rate, etc.), while ignoring the different characteristics of different positions; or simply from "German, energy, diligence, performance, and integrity" In the assessment of other aspects, the lack of specific quantitative indicators, resulting in the assessment often "listen to the job" and "by impression", it is difficult to really play the role of the "baton". When employees are given high salaries but the assessment mechanism is not in place, those seeking stability are most likely to become "workplace prisoners" .This is also the root cause of many people complaining all day but not leaving. They know in their hearts that if they choose to leave, they may not have such a good treatment and working environ.

2.2.3. Unreasonable Salary Design

The longer an employee works, the more likely he is to become a "prisoner". For a job that is not satisfactory, a good reason to support its retention is a generous salary. The survey found that the "prisoners" generally scored very low on salary satisfaction. Only 24% of "prisoners"

believe that "my contribution to the company has been rewarded accordingly", while 46% of "non-prisoners" agree with the above view. Judging from the correspondence between actual salary and "salary perception", the more competitive the salary, the more likely the employee will become a "prisoner". With the increase of salary level, the probability of "prisoners" in the company also increases correspondingly. More than 60% of "prisoners" receive a salary that is two percentage points higher than the market average, while the corresponding "non-prisoner" ratio is only 48%. These results indicate that salary above the market average is one of the reasons for the formation of the "prisoner" group.

2.2.4. A Casual and Indulgent Corporate Culture

Industry culture affects employee performance. A company's corporate culture includes brand recognition, organizational climate, employee care, vision and values, etc. Corporate culture has a great impact on employees. According to some data, in addition to the factors affecting performance and compensation, the proportion of corporate culture impact is 56%. Excellent corporate culture makes employees cohesive, and poor corporate culture affects employee relations and job performance. Especially for the old employees who have stayed in the organization for many years, they have a deeper feeling for the organization and are more affected. Huawei and Alibaba attach great importance to the construction of corporate culture, and because they know that a healthy corporate culture can shape excellent employees and avoid the situation of "bad money driving out good money".

3. Stimulate the Vitality of " Workplace Prisoner "

3.1. Setting up New Jobs to Renew Employees' Interest in Work

In Harvard Business Review, Jack Zenger and others concluded that repetitive work in the workplace will make employees very tired of work for five years. Therefore, leaders need to pay attention to middle-aged employees who have served for more than five years. If they find that their work interest is not high and they are perfunctory, they should intentionally assign them jobs that require new skills and stifle employees' boredom in time. Otherwise, they will always do repetitive and trivial work. Even if the employees do well, they will lose their passion and vitality, which is not conducive to their long-term development. Jack's cooperation with a large multinational consulting company encountered the problem of staff turnover. The trigger for this was that the project manager did not support the subordinate's participation in the organization's new projects, because he was worried that there would be insufficient staff. In order to improve the employee's resignation, the supervisor subsequently changed his practice and announced all the project information. Each employee can apply for the job he wants to participate in according to the task he is interested in. This seemingly cost-free and innovative method has ignited the enthusiasm of employees to participate in new jobs, not only retaining outstanding talents for the company, but also improving the company's performance. This is just like the game constantly setting up new challenge tasks to attract players. The drive of interest makes them cut through five hurdles and enjoy it. The theory of cognitive media lets us know that people and various things are not closely connected, with a layer of membrane between them, that is, cognitive media. Once we connect work with interests and let people equate work with happiness like playing games, the work efficiency will be greatly improved if employees participate in the work with such belief.

3.2. Personnel Assessment to Help Employees Plan Career Development

Leaders conduct talent assessment, identify the development potential of employees, and identify whether employees are suitable for existing positions. In addition, leaders need to make it clear that the assessment is not only the responsibility of the human resources department, but also the leaders need to participate in it. Employees' job evaluation cannot be separated from direct communication with the leadership. Leaders need to make employees

realize clearly that their potential has not been fully realized. Many leaders seldom communicate with their subordinates except for matters directly related to their work, so they should take the initiative to talk with employees, ask them whether they feel they have received enough attention, what factors affect the realization of self-worth, and discuss with them about the career development of employees. Leaders' communication and statements can help employees correct their attitudes and correctly examine their problems. For effective feedback on the evaluation results of employees, leaders should make corresponding plans according to the results, communicate with employees in a timely manner, and provide corresponding training for employees aiming at the insufficient places to promote the career development of employees. For those who are really not suitable to stay in their original positions, they will be transferred after training to give full play to the value of employees.

3.3. Develop Appropriate Compensation and Reward Mechanisms to Avoid Incentive

What many leaders feel is that the prisoners in the workplace are highly paid, and the enthusiasm of the work is not high. The salary incentives are in a dilemma and fall into the "Ford trap." For more than a hundred years ago, Ford established a strict incentive structure based on individual performance to improve the performance of workers. He provided workers with far higher salary than the average at the time, but the salary increase was only effective at the beginning. It will soon be in a state of fatigue, and then increase again. In this cycle, the salary incentives are getting steeper and steeper. Only by adopting scientific management thinking and abandoning steep incentives can we break the incentive dilemma and jump out of the Ford trap

3.3.1. Motivation Should Be Based on Employees' Inner Needs

Leaders should strengthen the communication with employees and improve the communication mechanism of the organization. Only by correctly understanding the inner demands of employees and rewarding them can they achieve the effect of "four two dial one thousand catties". Under the incentive of steep high salary, many employees have not improved their happiness. There is a sociological theory of relative deprivation, which means that people's happiness stems from the difference between their own expectations and actual benefits. People with higher actual benefits than expected will be happy. Therefore, even if enterprises pay high labor costs, employees will think they can get more and the incentive effect cannot be achieved. In traditional Chinese Confucianism, the principle of "benefiting without cost" is such an incentive principle that employees feel rewarded but enterprises do not have to pay costs. Ren Zhengfei of Huawei believes that any needs of employees need a platform as a carrier, so Huawei's incentive mechanism is to provide a platform for employees to grow up. Excellent people jump onto the platform through their own efforts, which brings a sense of mission that encourages them to grow better. For the employees who are promoted on the platform, the leaders cannot let them play their roles. They should also provide corresponding staff support to help them better adapt to their work, so as not to make them self-doubt due to incompetence, causing job stress and burnout.

3.3.2. Pay Attention to the Incentive Development of Ordinary Employees

Leaders put their eyes on high-performance employees, ignoring the development of incentives for most ordinary employees in the organization. This also makes incentives appear to "inspire a person, numb a group of people". Most employees become "melon-eating masses" in front of the reward system, indifferent to incentives, and even give up efforts because they are too indifferent to elite employees. Therefore, leaders should increase the incentive gradient, divide the employees in the organization into different levels according to their individual abilities, and establish corresponding assessment standards for each level. As long as their performance improves under their own levels, they will be rewarded, so ordinary employees will not only

stare at the top grievances of the pyramids, pick up their feet, and the glory that they can get will motivate them to work hard.

3.3.3. Leaders Should Pay attention to Internal and External Synergy in Incentive

Incentives should meet employees' internal needs, rather than merely emphasizing corporate vision's argument. According to Maslow's demand theory, people can only pursue the realization of self-value if they solve their survival needs. Especially in today's social background, high housing prices and education costs make employees generally competitive and under great pressure. Therefore, both internal and external incentives are especially necessary. They are neither "painting a cake to appease hunger" nor "eating the king's fortune and loyalty to the king" to promote employees' internal drive to work and improve employees' autonomy in work.

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