

Cause Analysis and Countermeasure Research on Job Burnout of Middle Managers in Enterprises

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ABSTRACT

At present, the status of middle managers in enterprises is getting higher and higher, and enterprises have higher and higher requirements for middle managers. As a result, middle managers are under more pressure and the problem of job burnout ensues. In recent years, "job burnout of middle managers" has become a hot topic in scholars' research. "Job burnout" has spread to all industries, and "middle management" is the group that needs the most attention. Middle managers play many roles in an enterprise, because they need to communicate well between the decision-making layer and the executive layer to complete the corresponding work well. Middle managers play a key role in an enterprise. Therefore, how to solve the problem of "job burnout" of middle managers is very important for enterprises. On the basis of analyzing the job burnout of middle managers, with the help of self-management, individual and organization matching, enterprise performance management, empathy and other theories, using scientific logic, the research results show that middle managers face job burnout at the personal level, and organizational performance is significant. Finally, this paper proposes countermeasures to alleviate job burnout of middle managers from individual and organizational levels, hoping that the solutions proposed in this paper can provide effective help for middle managers and their organizations to deal with job burnout.

Keywords: professional self-management, individuals and organizations match, enterprise performance management, empathy, middle management, job burnout

1. INTRODUCTION

1.1. The Research Background

Top leaders assign tasks to middle managers, who in turn assign tasks to lower-level employees. When the last task is not completed in accordance with the supreme leader's instructions or the development is not in accordance with the supreme leader's expected results, the supreme leader will blame the middle management in this conflict. However, the middle leaders are also very aggrieved, because the direct cause of the failure of the task is caused by the mistakes of the grass-roots staff, while the senior leaders only blame the middle leaders. Therefore, the enthusiasm of middle managers is not as good as before. In the follow-up work of middle managers, work pressure and psychological pressure will increase, and burnout may occur [1]. In the long run, it will not only reduce the work efficiency of middle managers, but even cause middle managers to leave the company in serious cases. We should take relevant countermeasures to solve the problem of job burnout faced by middle managers, and take active and effective measures to solve these problems.

1.2. Research Significance

Middle managers need to undertake the task of keeping close contact between senior executives and lower-level executives, so that the tasks assigned by upper leaders can be well distributed to lower-level executives. They need to listen to the demands from the top and push the people on the ground to do the work. Therefore, middle managers are executives for upper leaders and managers for grassroots staff, so they play an important role in enterprises with dual identities [2]. However, if the middle managers failed to make top leadership arrangement work results to achieve the desired effect, senior leaders are bound to put pressure on middle managers, so it's easy to give their work a lot of pressure, let them start to lose the enthusiasm to the work, be tired of work content, which causes them suffering from job burnout and even choosing to resign. So we need to analyze the causes of their job burnout and propose solutions.

2. REVIEW OF RELEVANT THEORIES

2.1. The Basic Concept

2.1.1. Definition of job burnout

Individually, our attitudes and the actions we take are two important factors in the onset of job burnout. Job burnout was put forward by Freudenberg in 1974. After he put forward this phenomenon, many researchers began to pay more and more attention to it. In retrospect, the three-dimensional definition proposed by Maslach et al is trusted by most people. Job burnout is a serious negative influence in the face of work. According to previous studies on this phenomenon, Middle managers are faced with pressure from their work roles, whether grass-roots employees are proactive, pressure from work, support from all walks of life, and complex human relations [3]. There are the working style of the top leadership, the reward and punishment system of the company, whether the population of the staff has changed, the personal characteristics of the staff and their enthusiasm for work, etc.

2.1.2. The definition of enterprise middle management concept

The middle managers of an enterprise are located in the middle position of the enterprise, and play a connecting role between the top leaders and the grass-roots staff. Middle managers have different functions in different situations: in terms of interpersonal relationship, in front of the top leaders are the people who carry out the work, and at the grass-roots level, the staff assign work for them to complete. Middle managers cooperate with other departments of the enterprise to jointly complete the tasks assigned by the top leaders. Middle managers provide good advice to company decision makers when important decisions need to be made. In the communication of enterprise culture, the middle managers of enterprises contribute to the construction of enterprise culture. The middle managers combine the ideas of the top leaders with the company's positioning in the market to promote the communication of the future blueprint, system and policies of the enterprise to the grass-roots workers [4].

2.2. The Related Theory

2.2.1. Professional self-management

Professional self-management refers to the daily work completion plan made by employees according to the tasks they are faced with. Professional self-management is one of the important factors to realize self-value in enterprises [5]. Career management exists in everyone's daily work every day. Career self-management not only enables employees to make good use of time and improve work efficiency, but also enhances their satisfaction with the goals achieved by the enterprise. Occupational self-management includes three behavioral strategies, namely, position behavior, influence behavior and boundary management.

2.2.2. Individuals and organizations match

Individual and organization matching is the fit between individuals and organizations. It has two forms: consistency matching and complementarity matching. When organizations fit in with individuals, employees are more satisfied with their jobs. Muchinsky and Monahan summarize these two ideas about person-organization matching by dividing its manifestations into consistent matching and complementary matching, and explaining the differences between the two. The difference is that Caplan thinks it is the matching between individual's desire to excel in work and whether the organization can achieve their desire, as well as the consistency between the organization on the content of individual's work and the ability of individual to complete the work [6]. Finally, Kristof puts forward a human-organization matching model based on previous theories.

2.2.3. Enterprise performance Management

Enterprise performance management refers to the process in which all managers and all employees work together to make performance plans in order to achieve the expected goals of the enterprise. Performance management is not just an evaluation of the work done by employees, but the degree to which managers match their subordinates. Enterprise performance management is the responsibility of enterprise managers, and the ultimate goal is to complete work tasks successfully [7].

2.2.4. Empathy

Empathy is a manifestation of high eq that enables one to understand and predict others' behaviors and feelings from the perspective of others. It is mainly reflected in one's ability to control emotions and think from the perspective

of others. Perspective-taking involves putting yourself in someone else's shoes and thinking about how you would behave. It includes emotional transference and cognitive transference, complete transference and incomplete transference. It is not so difficult for us to know others, but it is difficult to think from the objective point of view of others. Of course, to think from the point of view of others and bring others' thoughts is to respect and understand others. Thinking for others from the perspective of others is the spontaneous behavior of people, it can understand things more comprehensively.

3. CURRENT SITUATION OF MIDDLE MANAGERS IN L COMPANY

L Company was founded by 11 technicians, and now it has become the leading enterprise in the global computer market. L Group is engaged in developing, manufacturing and selling reliable, safe and easy to use technical products and quality professional services to help customers and partners around the world achieve success. It mainly produces desktop computers, servers, laptops, smart TVs, printers, pdAs, motherboards, mobile phones, all-in-one computers and other products. However, in the operation and management of the enterprise, some middle managers are tired of the work they are responsible for, which is reflected in the physiological, emotional, cognitive attitude and behavior of middle managers.

3.1. Physiological Aspects

The survey found that most of the middle managers in the enterprise have more or less appeared some physical discomfort in the work, often feel some physical fatigue, poor mental state. If middle managers often work in a listless state, they will be unable to concentrate on tasks, which may lead to mistakes in the task handover with the leadership, and some details of the job requirements will be missed, so it is likely to fail the task. If middle managers are in poor health, they often call in sick because of their condition. Once the absence of middle management personnel, it will bring inconvenience to the communication between senior leaders and grassroots employees, and have a great impact on the progress of work.

3.2. Emotional Aspects

According to the results of the survey found that the enterprise middle managers on the job, the emotional sometimes is in negative state, when they want to go to finish a job and will have no motivation, and it also didn't pay action will produce a tired feeling, there is a "feel tired, to pay a lot of effort but didn't get the corresponding reward the illusion of", It also makes middle managers less likely to go to work. When they are in a negative mood for

a long time, they will be prone to depression when facing work, so they will try to retreat as soon as they encounter difficulties, and their hearts will easily collapse when they encounter difficulties in work, and they are easy to have inner resistance and retreat to this task [8]. Once the middle manager starts to resist the task, he will not be as motivated to do it as before, which directly affects the completion of the job.

3.3. Cognitive Attitude

According to the survey results, many middle managers have a decline in their own cognition. They may think that they are not capable to do the work because of a little bit of trouble in the work. They think that their own ability is insufficient, so they may not be able to complete the work assigned by the top leaders. Sometimes they doubt their own value and feel that they are of little or no value to others or the organization. Just think, if the middle manager feels incapable all day long, he may not even have the courage to try when he is faced with more difficult and tough tasks. He may directly tell the senior leader that he cannot complete the task, so it will affect the completion of the work.

3.4. Behavioral Aspects

According to the survey results, some middle managers have low morale and often treat their work objects with sarcastic and other bad attitudes, so they may keep a distance from work-related people and things, and finish the tasks assigned by the top leaders in a passive sense. Once the middle managers passive to complete the work, which must be mixed with some rejection of the work, in the work, there will be some perfunctory mood, which will certainly affect the completion of the work. If the middle managers continue to work with a negative attitude, it will not only benefit the enterprise and cause serious losses, but also for the middle managers themselves, they may be tired to put up with bad work and take the initiative to resign.

4. ANALYSIS ON THE CAUSES OF JOB BURNOUT OF MIDDLE MANAGERS IN ENTERPRISES

4.1. Personal Factors

4.1.1. Role conflict

Middle managers with dual roles are also expected to perform twice as many duties, so they are under a lot of pressure. The middle managers not only need to contact the

upper leaders and assign tasks to the grass-roots executives according to the decision-making opinions of the upper leaders, but also lead and supervise the lower-level executives to complete tasks smoothly so as to achieve the expected results of the upper leaders. To consider from the Angle of philosophy, the "in" the opposite of "up" "down", "left" "right" and "in" position is in between the four of us to imagine, if the rest of the four "in" a little bit of pressure, so "in" is from "up" "down" the "left" "right" to it four times the pressure, and middle managers are in this stage, "Up" on behalf of the enterprise of superior leadership, "down" said enterprises, an executive at the grass-roots level, middle management experiencing on its superior leadership staff working pressure, and bear the lower level executives for attitude problems or individual ability and not make the final work results achieved top leaders expected pressure [9]. Under this double pressure, it is easy to let the middle managers appear powerless and job burnout.

4.1.2. Influence of psychological quality

When middle managers encounter thorny problems in their work, such as grassroots staff not actively cooperate with managers, not strictly abide by the instructions of middle managers, and work discoordination among team members eventually lead to task failure. But the top leaders just blame the mistakes on the middle managers. Such accusations make the middle managers with weak psychological quality more uncomfortable, and their weak ability to resist pressure makes the middle managers more prone to job burnout.

4.1.3. Efficiency

In the daily work of an enterprise, when middle management is dealing with heavy workload, if they cannot arrange tasks, it will inevitably lead to panic. When things are busy, the process of completing the work is inefficient, and the result may not be very good. Middle managers are prone to burnout over time.

4.2. Organizational Factors

4.2.1. Mismatch between individuals and organizations

In an enterprise, a reasonable match between individuals and organizations can enable individuals to give full play to their respective advantages in their positions, because playing their strengths can bring confidence and a sense of accomplishment to work, so they are more willing to work hard and keep enthusiasm for work. On the other hand, if the individual does not match the organization, for the

middle manager, he does not know what his job is, what kind of position he is in the enterprise, he may do the work that does not belong to him originally, and it is laborious and thankless. Therefore, no matter the senior leaders or grass-roots employees, the middle managers can cope with it calmly, the middle managers will work smoothly, which can make the middle managers better adapt to the "dual role". As a result, middle managers feel less pressure from their superiors and subordinates.

4.2.2. Commitment issues

Often in an enterprise, it is always trying to instill a rosy blueprint for the future of the enterprise to the employees, and maybe the top leaders often promise the subordinates things that they will not do themselves. They want staff to work hard, but in the end is not to cash before the rewards promise or commitment to repeatedly delayed, resulting in the employees heart disappointed, they can pile up bad feelings, especially for middle managers, their daily burden is heavy, top leaders have no commitments, however, this leads to their complaints, and greatly affect the work [10].

4.2.3. Unfair performance appraisal

The fairness of enterprise performance appraisal has a great impact on the work of employees. If the performance appraisal is unfair, employees will be dissatisfied with the enterprise, resulting in a decrease in work enthusiasm, especially for middle managers. In addition, without reasonable performance assessment and evaluation, middle managers will not have clear work objectives, which will lead to unclear work objectives and may also lead to the loss of effort direction, resulting in job burnout [11].

5. COUNTERMEASURES FOR JOB BURNOUT OF MIDDLE MANAGERS IN ENTERPRISES

5.1. Personal Level

5.1.1. Use empathy to solve problems

Middle managers should be able to put themselves in other's shoes, should learn to stand in the perspective of superior leaders to consider problems, and learn to understand the difficulties of superior leaders. Decorate in the superior leadership a work task and may ask for more or difficult to do, middle managers should understand the requirements put forward by the top leaders in order to make the work can be smoothly to complete. So try to understand the people at the top. In addition, we should

also learn to stand in the perspective of subordinates, considering the workload of subordinates, reasonable allocation of work to them, so as to better care for subordinates. Therefore, both top leaders and grass-roots staff, middle managers can calmly deal with, middle managers will work very smoothly, which can make middle managers better adapt to the "dual role". As a result, middle managers feel less pressure from their superiors and subordinates, this will reduce job burnout.

5.1.2. Learn to relax moderately

Middle managers will face a lot of heavy work tasks every day, so they should learn to combine work with rest and moderately relax in the intense work, which will be of great help to continue to devote themselves to the intense work [12]. Especially as the psychological quality is not strong middle managers, should learn to relax. For example, after intense work, colleagues can go out to have dinner and have a heart-to-heart talk with each other. Colleagues can talk about their pressure from work. Then they will find that everyone has a lot of pressure from work, and with the guidance of both parties, such pressure may be alleviated [13]. It's also a way to release stress, not only to relax themselves, but also to learn more about what their colleagues are thinking, which can improve their relationship with their colleagues. So it can kill two birds with one stone.

5.1.3. Apply professional self-management theory to solve efficiency problems

Middle managers have to deal with a lot of hard work every day, so they need to set up a work target, and the order of the planned completion with each task completed by the time, from urgent to the point of not very urgent to identify which task should be done first, after which task should be completed, to improve their autonomy of work is done. Only when the middle managers strictly follow their own plans to complete the work, can they deal with the affairs in an orderly manner, so that the work tasks can be completed step by step, so as to better improve the work efficiency, and the middle managers can easily cope with the heavy tasks.

5.2. Organizational Level

5.2.1. Improve the matching degree

According to the matching theory of individuals and organizations, enterprises should provide good external environment for each person according to their actual situation. For example, to treat older employees, we should take care of their physical condition, reduce some high load

and high consumption of physical and energy work, let them manage subordinates within the scope of their own ability, complete the tasks assigned by the upper leadership. Otherwise, if the elderly middle managers are given a lot of work, they will also limit their ability to complete all tasks successfully because of their physical and mental state. Therefore, enterprises should consider the situation of senior middle managers. In terms of the working ability of employees, if the middle managers are less capable than required by the work, the middle managers cannot complete the tasks assigned by the upper leaders.

5.2.2. Organizational commitment

Middle managers have to deal with a lot of work every day, their mood will be very depressed, Therefore, it is necessary to create a relatively loose working environment for middle managers, give emotional support and encouragement to middle managers in spirit, maintain an attitude of recognition for what they have done, and appropriately give them spiritual and material rewards. In this way, middle managers' pressure from work can be well alleviated. However, for enterprises, if they promise middle managers to reward them for good work performance, they must fulfill their promises. If an organization does not perform for middle managers reward commitment, may be in middle management psychology are dishonest, so after middle managers may be less positive when it comes to work, can appear the phenomenon of demotivation, still can let middle managers have job burnout feeling, therefore, enterprises must fulfill the commitment to China strategic managers, in this way, When the inner satisfaction of middle managers is achieved, they will be more actively engaged in their work, and because they get psychological consolation, the work pressure of middle managers will be significantly reduced, so that the job burnout of middle managers will be significantly improved [14].

5.2.3. Enterprise performance management

In the implementation of performance assessment, enterprises should strictly abide by the assessment system, judge everyone including middle managers fairly, make assessment standards open and transparent, ensure fairness, so that every employee of the enterprise can get rewards matching their own work. The superior leaders should have a separate conversation with the employees. Besides, the superior leaders should not only point out the shortcomings and improvement direction, but also affirm and recognize the achievements of the examinees. This will enable every employee including middle managers to correct their shortcomings in time and have a clear working goal in the future. And the company should regularly send people to supervise the assessment process, to ensure the fairness of the assessment.

6. CONCLUSION

There are many identities of middle managers in enterprises, so they face a lot of work. The intensity, complexity and competition degree of middle-level managers in enterprises are high. If the pressure at work can not be effectively alleviated, it will produce psychological and physical exhaustion. Therefore, the behavior of middle managers to deal with job burnout has become an inevitable problem, so for middle managers and top managers, how to deal with this problem in time will affect the development of middle managers themselves and enterprises. Middle managers should look at problems from the perspective of top leaders and grassroots staff and learn to understand them; At the same time to learn to relax themselves, pay more attention to their own body; Monitor themselves at work and make a plan for themselves; Learn how to balance work and family; Female middle managers should adjust their work attitude and mentality. On the enterprise side, the enterprise should match the job with the individual's ability; Rewards promised by the company must be delivered; Be fair and just in enterprise performance appraisal.

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