

# Professional Growth Mechanism Research of Employees Behavior

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**Abstract.** Staff recommendations for organization operation and development of the role is self-evident, as a kind of valuable resources of enterprises, employees can point out the problems exist in the process of organizational development, put forward the constructive Suggestions to the question in the organization, improve the correctness and efficiency of group decision making, to prevent and resolve the crisis. This article will to study the mechanism of action of employees "behavior, citing affect employee advice before the dependent variable.

## Introduction

In the face of the rapid development of the economic environment, organizations need to constantly innovation, improve the competitiveness. Staff to be able to timely put forward the proposal in the process of the development of the enterprise, help enterprises to recognize and deal with the problems in the development. Enterprises to correctly give play to the wisdom of all staff, to listen to employees' opinion, organizational innovation and progress.

1995 years later, more and more researchers in EVLN model, the advice behavior as an active and constructive role behavior, more representative is Linn Van Dyle and Jeffrey a. ePine studies and colleagues [1]. LePille&Vanoyne advice is defined as "in the case of may encounter against others put forward constructive Suggestions for change or modify Suggestions for standard process of a kind of encourage sex, challenging behaviors, emphasis on improved rather than just criticism". LePille&Van Dyne defines it as "a kind of encourage sex, challenging the initiative behavior, contains in order to improve the situation of the constructive and change direction of communication".

In addition, De Dreu and Vianen definitions have been carried out to advice behavior, namely the "members of the organization in order to better complete the task and the views and opinions. And seek new methods and strategies of degree" [1]. Advice they regarded as a kind of innovation oriented organizational citizenship behavior. Premeaux Bedeian, will advise behavior is defined as "the problem for the workplace frankly tell their own opinions and views, including the opinion of other people's actions or ideas, put forward the necessary change or solve the related problems of other methods and train of thought" [1].

From what has been discussed above, we can put the "employees" behavior "is defined as: members of the organization in order to improve the work process, improve the state of organization or reduce decision-making errors, etc., and puts forward constructive Suggestions to superior leadership or colleagues or pointed out problems of a change of role behavior.

## Staff recommendations before the dependent variable

Previous relevant theoretical and empirical studies have found that several antecedent inspection behavior, through summing up and summarizing predecessors' research, we can affect employee advice behavior before the dependent variable is divided into the following categories:

**Individual character.** Research on personality traits, big five personality and behavior relationship advice, found a strong sense of responsibility, outgoing personality, staff will have more advice, and high agreeableness and emotional stability employees are less likely to show her suggestion. Has strong commitment employees will seek to control, promote advice behavior [2]. To

further support the conclusion. However, compared with the big five personality, scholars found and verify active stronger personality to advice behavior prediction. In addition, scholars in our country by building a multi-layer data model, found that employees of goal-directed effect "behavior. Performance oriented individuals involved in more advice behavior, it is easier to put forward their view [2]s; The development orientation of individual in order to obtain the knowledge also can suggest active exchange; While avoiding sexual orientation employees, the more the more likely it is to keep silent.

**Individual education background.** For education variables, some scholars research GUI found, received a good education of young employees will show more advice behavior, but the research conclusion is just the opposite [2]. At the same time, the study found that the longer term employees have more than the new staff.

**The individual psychological factors.** The psychological factors influencing the recommendations include employee attitude, self-esteem, organizational commitment, and cognitive style preference psychological security [3].

First of all, in the attitude of employees, job satisfaction is high and low job satisfaction can trigger staff recommendations.

Second, many scholars have found that a high self-esteem feel more involved in the "behavior. With self-monitoring to adjust two variables (locus of control and self-esteem) and two situational variables (head of the senior management of openness and trust) and advice behavior of the relationship between. The study found that compared with the high self-monitoring, only with the degree of internal control, low self-monitoring self-esteem level, and senior management when increasing the degree of openness and trust supervisor will tend to advice. Relationship between self-monitoring and advice behavior affected by external cues, when "situation exists in the portrayal of clues, the high self-monitoring tend to be more advice, and when the situation in the atmosphere is supportive, security, will raise the level of low self-monitoring's advice [3].

Third, in the aspect of organizational commitment and psychological attachment (through emotional commitment measure) are not advice directly influence factors of behavior, is not the intermediary factors in the relationship of leadership behavior - advice behavior. Instead, psychological stripping, namely the employee leave tendency and advice behavior significantly negative correlation [3]. In the study of Chinese enterprise employees "behavior is found, the emotional commitment advice behavior is the main positive driving force, and the background of the commitment to continuous commitment and normative commitment is more important: continued commitment in the general case has a negative influence on employees" behavior, but under the background of "low emotional - low specification", only high continued commitment to the cause of higher advice behavior; And normative commitment in the general case has a positive influence on employees "behavior, but under the background of" low emotional - high sustained, high normative commitment can reduce the advice instead.

Finally, from the perspective of cognitive styles found that would lead to their different cognitive styles of the employee of the different types of advice, adaptive cognitive style employees more conventional advice, cognitive style and innovative staff to provide more novel point of view. Employee personal cognitive style preferences and job satisfaction in interaction, affect the novelty Suggestions and content [3].

Psychological security promotes Suggestions. In addition, some scholars research Gui employees in the organization characteristics and advice behavior, the relationship between the find employees located right in the heart of the workflow through personal influence a positive impact on "behavior.

**The influence of enterprise managers on staff recommendations.** As an employee object of recommendations, leadership characteristics and behavior of advice behavior will produce very big effect [4]. Transformational leadership theory is the importance of leadership theory in recent years, transformational leadership willing to accept and implement the initiative, change behavior. The results show that transformational leadership and employee advice there is significant positive relationship between behavior and leadership staff and partial mediating the relationship between the psychological security intuition. Grind Gui also had similar conclusion, the relationship between

transformational leadership and employee advice behavior by psychological ownership and traditional regulation organization.

Leadership power distance orientation reflects the leadership for upper and lower power differences of opinions or values [4]. Through cross layer research found that the leadership power distance orientation and staff are negatively related advice behavior, this relationship is the adjustment of the organizational leadership awareness. Research findings and the relationship between the top leaders of professional managers "behavior has significant positive predictive power, organizational identity cognitive mediation of the relationship between insider and self-esteem, at the same time, this relationship is authoritarian leadership across the layer.

Perceived supervisor support, employee trust in supervisor, ethical leadership and paternalistic leadership, abuse of shame, superior leadership factors such as improper supervision will affect employee advice behavior [4]. Leadership behavior mainly through authorization, leading members of the exchange, psychological sense of security, and other variables affecting the behavior of recommendations, its effect mechanism can be summarized as the psychological cognition of reposition, reappraisal of social relations or reinterpretation of the working environment.

**Company organization behavior influence on employees' Suggestions.** Many studies have shown that organizational environment it is also an important factor affecting the behavior of staff Suggestions, including the type of team, organization atmosphere, management style, etc. Research of employee perceived supervisor for advice behavior feedback to employees "behavior, the influence of the longitudinal research data show that the level of the superior treatment recommendations" the possibility of a significant positive correlation with employees [5]. The study also found that, the superior feedback on the employee is one of the important factors affecting the behavior of recommendations.

Studies have found that team size and management affect employee advice behavior, recommendations arising from the large group behavior is less, and recommendations arising from the small team behavior: more self-managed team than control management team showed more advice behavior.

Morrison and life! Believe that power distance between employees and leaders are factors that affect employee advice. Poor parent-child relationships, subordinates, mistrust of the superior is the important cause leading to the silence.

Xu Huang, Evert van DE vliert through multinational study found [5], such as in small power distance country, formal employees to participate in and participate in the atmosphere can promote the staff's advice behavior, and in large power distance country, only in the atmosphere is very strong, the formal involvement that advice behavior related employees.

Li, Lin the supervision of the improper LingWenShuan and LiuShiShun discusses the boss advice behavior of the staff and the influence of internal mechanism [5]. The results found that improper supervision inhibitory to promote sex advice and recommendations have significant negative effects, in which perceived organizational support plays a role of intermediary, supervisor position between perception of improper supervision and advice behavior has significant adjustment.

Li, Ling, WenShuan li-luo fang and examines the employee perceived supervisor support impact on its advice behavior effect and mechanism of action [5]. Through a structural equation model analysis, found that perceived supervisor support for the promotion of subordinate sex advice and inhibitory recommendations have significant positive influence, group psychological ownership between supervisor support perception and promote sex advice partial intermediary role, boss trust and organizational psychological ownership in boss support completely intermediary role between perception and inhibitory recommendations.

**Improve the employee's perceived organizational support, set up employee advice by organizational mechanism.** Perceived organizational support was first proposed by social psychologists, it refers to the psychological aspects of organizational support staff of consciousness. The concept contains two core elements: one is whether the employee contribution to the group received attention of feeling; Secondly, the group attaches great importance to the employees on whether the interests of feeling [6]. According to social exchange theory and the principle of mutual

benefit, a high level of perceived organizational support will pass meet the emotional needs of the employee recognition, self-esteem, to strengthen the staff and the organization of social contact, let employees rewarding organization sense of responsibility and sense of duty. If the organization attaches great importance to the employee's personal contributions and interests, employees will get a good sense of worth, again through hard work, and advice for organizations to promote long-term development [6]. Concrete can be embodied in a good, good staff good organizational mechanism, employees of the innovative and constructive opinions given spiritual or material awards, so as to improve the enthusiasm of employee advice. Especially in some big enterprises, the importance of this mechanism is more obvious, such as the opinions of the open special channel, set up a suggestion box or encourage employees to the organization managers via E-mail. When employees fully understand the various real information of enterprise development, and to know in what way to put forward their ideas, express his opinions, and will not affect its and between colleagues, organize a positive and harmonious atmosphere, the staff will take the initiative to adjust their own state of mind, giving advice to the organization to know everything, can effectively reduce the bad influence of silence behavior of enterprise employees.

## Summary

In conclusion, the study of "behavior before the dependent variable in the environment level mainly discusses the type of team, team size, superior feedback for advice behavior, the relationship between the higher and lower the influence of factors on the advice behavior.

This article from the two aspects of concept, antecedent employee advice behavior mechanism are discussed. Staff recommendations in this two years to become the focus of social psychology and management, proved that the research is of great importance to employee advice behavior, help to promote the development of employees "behavior, give full play to the staff's enthusiasm, make full play of the human capital.

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