

How to Stimulate New Generation Staffs in Entrepreneurial Enterprises Effectively

Yang Si

Qujing Normal University, Qujing Yunnan, 655000, China

Key words: New ventures, New generation staffs, Stimulation.

Abstract. Talent is one of the decisive factors for the development of new ventures. New generation staffs start to step into the workplace and become vital force of many new ventures. How to stimulate new generation staffs becomes an important issue. This paper analyzes features of new generation staffs and problems existing in the stimulation process and puts forward effective countermeasures for stimulating new generation staffs in entrepreneurial enterprises.

Introduction

New generation staffs in enterprises mainly refer to employees born after 1980, including employees in the generation after 80s and 90s. When new generation staffs enter the workplace, they become an important force in the workplace. It is not difficult to imagine that new generation staffs will be a vital force of human resource composition of Chinese enterprises in the next few years and decades. Entrepreneurial enterprises refer to "innovative and pioneering enterprises with coexistence of high growth and risk in entrepreneurial stage." New ventures have emerged constantly in the market under the promotion of entrepreneurial wave. Many new generation staffs have joined such entrepreneurial enterprises. How to deeply recognize and effectively stimulate this effective strength in the workplace is not only a challenge faced by entrepreneurial enterprises but also the key to future establishment of competitive advantages by enterprises. Especially for newly-established enterprises which have small scale and fewer resources but large number of new generation staffs absorbed, incentive measures for new generation staffs are vital under such conditions.

Analysis on advantages and disadvantages of new generation staffs in personality and behavior

1. Advantages of new generation staffs in personality and behavior. Due to special life and growth background, new generation staffs have formed personality and behavioral characteristics different from predecessors. There are mainly three advantages of new generation staffs. First, new generation staffs have strong ability of learning and innovation. Benefiting from the increasingly rich social material cultural foundation and good educational conditions, new generation staffs have accumulated rich knowledge and mastered advanced learning concept, method and tool. Therefore, they can learn rapidly and solve problems with innovative thinking. Second, new generation staffs have strong achievement motivation. As the witness and beneficiary of great achievements made by China since the reform and opening up, new generation staffs yearn for realizing self-value, making achievements and obtaining social recognition. Finally, new generation staffs have the cultural value of tolerance. The growth of new generation staffs is accompanied by the deepening of globalization process since the reform and opening. This allows them to have more opportunities to touch diversified culture and values and learn and understand differences of such culture and values, thus forming more tolerant cultural value than the older generation.

2. Disadvantages of new generation staffs in personality and behavior. There are mainly three disadvantages of new generation staffs as below. First, lack of cooperative consciousness. New generation staffs have strong self-awareness and willingness of performance and pursue for personality. Such self-centered tendency will make them neglect the manner of win-win cooperation with others. Second, lack of responsibility. Relative superiority of growth environment of new generation staffs and fondness of their parents make them rarely undertake responsibility for things^[1] and easily shirk and rely on others. Third, weak anti-pressure ability. New generation staffs have relatively smooth growth experience without great setback. When encountering difficulties, they easily have weak or frustrated psychological state and then choose to retreat or escape from reality^[2].

Analysis on features of new generation staffs in the workplace

After first going to the workplace, new generation staffs show their distinct work attributes. First, they expect to undertake important work. New generation staffs believe their ability and expect to obtain the recognition of the superior and colleagues. Therefore, they are very willing to be entrusted with an important post and undertake challenging work. Second, large mobility of work. On the one hand, new generation staffs face an environment with increasingly fierce employment competition and have no choice but to adhere to the strategy of "first employment and then job selection" in the employment process. Therefore, many of them lack the plan of long-time work during employment and are always waiting for an opportunity of job-hopping. On the other hand, their eager for quick success and instant benefits facilitates the mobility of work. They always think that they can start again and show their capabilities after going to another employer. Third, low career loyalty. New generation staffs think that they work for themselves rather than enterprises. They mostly consider the realization of self-value as the core. Enterprise is only a platform. They work for those who can provide such platform regardless of loyalty. Forth, pursue for the concept of balance between work and life^[3]. New generation staffs have open work value and think that work is not the ultimate goal and people should not be restricted by work and should fully enjoy life while working hard. They are also committed to realizing balance between work and life.

Problems existing in the stimulation process of new generation staffs in entrepreneurial enterprises

1. Incomplete incentive mechanism. It is difficult for entrepreneurial enterprises to conduct standardized management fully in the development process. Various rules and regulations are under improvement. In particular, incomplete incentive mechanism causes the failure to further improve work initiative and performance of new generation staffs. The incompleteness of incentive mechanism of entrepreneurial enterprises is mainly manifested in the lack of system for performance evaluation, reward, penalty, training and promotion. The execution of stimulation has randomness and non-uniform standard. Therefore, it is difficult to make employees convinced. As entrepreneurs in entrepreneurial enterprises have great influence on enterprises, their subjective feeling and opinions will greatly affect stimulation. Employees might cater to others' pleasure in work to get a good impression score and affect performance evaluation. This is not good for enterprises.

2. Lack of people-oriented management thought. Many entrepreneurial enterprises haven't established people-oriented stimulation concept during stimulation of new generation staffs, thus restraining the potential of new generation staffs and causing the failure of stimulation. It is mainly manifested in the following three aspects: first, they lack understanding of employees and their stimulation is not pertinent. While taking incentive measures, entrepreneurial enterprises often neglect the trait and demand of new generation staffs and transplant traditional incentive methods of employees of the older generation into new generation staffs simply, thus making stimulation formalistic. Second, they neglect the shaping of enterprise atmosphere and new generation staffs do not have the sense of belonging. Many entrepreneurial enterprises put too much emphasis on task orientation due to the pressure of survival and competition. There is only simple working relationship

between the management and employees and among employees. They lack interpersonal communication and exchange beyond work and it is difficult to form a work atmosphere with mutual trust and assistance. Third, they do not pay attention to the investment into new generation staffs. Entrepreneurial enterprises pay more attention to the current performance of new generation staffs and promote their work with high pressure, but they lack training and education for new generation staffs in the stimulation process. This is not good for talent training and long-term development of enterprises.

Suggestions on countermeasures for stimulating new generation staffs in entrepreneurial enterprises effectively

1. Strengthen career planning and training. As just entering the workplace, new generation staffs lack long-term objectives of their career and have ambiguous career orientation. This will restrict their concentration and input in work. Entrepreneurial enterprises should provide guidance according to their feature of strong shaping and help them grow and specify their path of career development. Good career planning makes career choice of new generation staffs no longer a short-term behavior but a long-term and sustainable one. In addition, as new generation staffs attach great importance to their growth in work, entrepreneurial enterprises should also strengthen their training, allow them to study continuously in the work process and meet their demands of growth and development. As entrepreneurial enterprises have great work pressure and limited resources, formal training and informal training can be combined and arranged flexibly. They should focus on communication and recognition of employees' training demand, keep the persistence and pertinence of training, form a good learning atmosphere and guarantee training achievements.

2. Shape corporate culture. Compared to large enterprises, entrepreneurial enterprises are faced with many uncertain factors in the development process and stay in the stage of exploration and adjustment in terms of business direction, process and organization chart. It is very difficult to form standardized management system. At this point, it is very necessary to give play to the guidance, cohesion and stimulation role of corporate culture. First, it is required to guide new generation staffs to approve enterprise vision and value and combine the realization of self-value and enterprise development through cultural shaping of entrepreneurial enterprises so that they have the sense of identity for enterprises and become willing to make concerted efforts and jointly develop business with enterprises. Second, entrepreneurial enterprises should create a cultural atmosphere of respect, sharing and unity and allow new generation staffs to integrate into enterprises better and have a sense of belonging so as to simulate their work initiative and creativity, form good interpersonal relationship and help enterprises retain talents. Finally, cultural construction of entrepreneurial enterprises should emphasize tolerance. They should tolerate the mistake of new generation staffs in work and encourage innovative practice. After all, there are too many uncertain factors in the entrepreneurial process and mistakes occur inevitably in the work process. Enterprises should not blame and punish new generation staffs due to their mistake, which will make them have a sense of frustration and hesitate to move forward.

3. Implement differential stimulation. As new generation staffs have strong personality, the same incentive method will not necessarily produce incentive function for different individuals. Therefore, entrepreneurial enterprises can implement differential incentive method based on employees' trait, demand and work performance. The design and implementation of differential stimulation can be done in the following four aspects. First, institutional stimulation and personality simulation. On the one hand, entrepreneurial enterprises should stimulate staffs according to their incentive system so as to guarantee justice and equity of stimulation. On the other hand, they can provide stimulation means for free choice of new generation staffs according to specific requirements of new generation staffs in combination with the reality of enterprises under the same stimulation standard, thus manifesting the flexibility and personality of stimulation. First, team and personal stimulation. New generation staffs used to working by themselves should understand the importance of teamwork and specify team orientation. Rewards should be provided based on team performance and individual performance.

Third, combination of material and spiritual stimulation. While carrying out incentive activities for new generation staffs, entrepreneurial enterprises should combine material and spiritual stimulation, strengthen wage and treatment and give recognition and care to employees. Forth, long-term and short-term stimulation. Stimulation should not only direct at current or short-term performance, but also consider the performance related to the development of entrepreneurial enterprises in a long term. Therefore, stock ownership stimulation can be provided for new generation staffs with long-term outstanding contributions to the company. However, the fulfillment period of stock rights should be relatively long.

4. Participative management. New generation staffs expect enterprises to provide their own development platform. Participative management of entrepreneurial enterprises is an effective management and incentive method. Participative management can make new generation staffs feel that importance is attached to them, which is of great help to the improvement of the sense of ownership and belonging of new generation staffs. Through participative management, new generation staffs can join in the establishment, decision-making and distribution process of work task and have more initiative in their work content, work objectives and evaluation standard. They can expand work field and enrich work contents according to their own interests and strong points rather than be limited to the same work. This can not only stimulate work passion and creativity of staffs, but also form a good communication mechanism and promote information exchange and sharing of entrepreneurial enterprises. The implementation of participative management should be combined with authorization. Entrepreneurial leadership should give trust and full authorization to new generation staffs, provide resources required for task accomplishment and allow employees to accomplish their work tasks actively and realize work objectives. In this process, the management should track the performance of new generation staffs, provide guidance when necessary, improve the success rate of task accomplishment and strengthen the confidence of new generation staffs.

Conclusion

Employees are one of the most important assets of enterprises. New generation staffs will be core force in the workplace in the future. Effective incentive management over new generation staffs is an indispensable link for the improvement of management efficiency of entrepreneurial enterprises, their obtainment of competitive advantages and stable and long-term development. It has vital strategic significance for the operation of entrepreneurial enterprises.

Acknowledgement

Fund program: school-level topic of Qujing Normal University Study on Countermeasures for Stimulation of New Generation Staffs in Entrepreneurial Enterprises in Qujing, Project No.: 2013QN007.

References

- [1] Xiao Jingmei, Zhang Hongshan, Study on Conflicts of New Generation Staffs in Human Resource Management, *Science & Technology Economy Market*, 2013 (9).
- [2] Fu Hong, Duan Wanchun, Features and Motivation of New Generation Staffs in China – Thinking Caused by Various Hot Events of New Generation Staffs, *Social Scientists*, 2013 (1).
- [3] Bai Xiaojun, How to Stimulate New Generation Staffs Effectively, *Value Engineering*, 2012 (10).
- [4] He Xianyu, Establishment of Staff Incentive Mechanism of Entrepreneurial Enterprises, *Commercial Culture*, 2015 (4).