

On the Humanity Hypothesis and Management Research of the New Generation Staff——Autonomous Man

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Abstract—The outlook on life, values and career outlook of the new generation staff are characterized by diversification. They have high expectations and pursuits on the value and significance of the work, which is quite different from the traditional staff. The classical hypothesis of humanity has been difficult to generalize the typical characteristics of the new generation staff. The humanity hypothesis of "autonomous man" is a reasonable judgment for the new generation staff. The effective measures for managing "autonomous man" are as follows: rebuilding organizational structure, improving leadership style, perfecting incentive system and creating an innovative enterprise culture.

Keywords—the new generation; autonomous man; humanity hypothesis; management theory

I INTRODUCTION

The new generation refers to the generation born after 1980, including the now commonly known "post-80s" and "post-90s". The new generation staff, as a new generation, has distinct personalities and sharp values. They may become vibrant employees and promising backbones, but also because of their subversive anti-traditional ideas, which impact the existing management style. So the leaders are confused, annoyed and challenged. The new generation staff has gradually become the main force of enterprises and is the key to the sustainable development of enterprises [1]. How to manage the new generation staff is becoming a common concern of enterprises and society. In order to correctly understand the new generation staff, managers need to be based on reasonable humanity hypothesis, and they should effectively retain, motivate and attract the new generation staff.

II BRIEF INTRODUCTION ON HUMANITY HYPOTHESIS IN MANAGEMENT

The concept of humanity hypothesis was first put forward by Douglas McGregor, an American management scientist, in his article *The Human Side of Enterprise* (1957). He believes that every management activity cannot be separated from people, which requires people to see the role of humanity hypothesis in this process. The humanity hypothesis refers to the basic views of managers on the essential attributes of human beings in the process of management. The humanity hypothesis is the logical premise of management. The humanity hypothesis runs through the development of management as a distinct clue [2]. It has been more than one hundred years since the publication of *The Principles of Scientific Management* (1911), which was written by

F. W. Taylor. Some basic hypothesis about humanity in management fields exist there, such as "economic man", "social man", "self-actualizing man" and "complex man". The establishment and changes of this hypothesis reflect the basic thread of the evolution of management thought.

Since the 1980s, human society has gradually transitioned from the industry economy to knowledge economy and information age. People have been paid more attention in management, and humanity hypothesis has entered into a richer and more active new stage. Foreign scholars have put forward many hypotheses such as "cultural man", "innovative man", "value man", "happy man", "all-round development man" and "virtual man" [3]. They have tried to penetrate the essence of human beings in management practice and construct a new management philosophy system, which provide theoretical support for the major changes in management and management practice.

In recent years, domestic scholars have put forward a variety of humanity hypothesis from different aspects, such as "complex knowledge man", "ecological man", "learning man", "enterprising man", "moral man" and etc. Zhou Weimin put forward the hypothesis of "complex intellectuals" in 2012, which is based on the importance of knowledge elements, the characteristics of knowledgeable employees and the connotation of the hypothesis of "complex intellectuals". Zeng Jianping and Huang Yisheng put forward the hypothesis of "ecological man" in 2013. "Ecological man" is a new human paradigm that combines ecological consciousness, ecological wisdom and ecological behavior, which is produced by human self-reflection and responses to the current human survival dilemma. Li Hui and Zhao Shigang put forward the hypothesis of "learning man" in 2014. The basic attribute of "learning man" is to promote the realization of organizational goals, social development and progress and then achieve self-transcendence while striving to create its own value, which need to be achieved through continuous learning and practice in social interaction. Lu Zhichuan puts forward the hypothesis of "enterprising man" in 2015, which takes human's enterprising mind as the core idea. Liu Juqin and Huang Jie put forward the hypothesis of "moral person" in 2016. The hypothesis holds that moral humanity is the essential attribute that endows individuals with social group meaning and influences their motivation, and it also promotes the realization of life value in work [4].

The profundity and positivity of the humanity hypothesis always follow closely with each other, and they also more expose the

limitations of the hypothesis that is difficult to break through in the presupposed object and the one-sidedness in the presupposed purpose. Evolution and development of management thought show that scientific management needs to be based on scientific concept of humanity [5]. Only by analyzing the needs and core values of the new generation staff from the perspective of humanity can they be effectively managed.

The research above on humanity hypothesis has certain reference significance for management practice, and puts forward new ideas for the management staff [6]. However, there are also two major shortcomings: Firstly, mainly starting from social needs, it assumes that employees should do more in line with social needs, rather than what the real humanity needs are; Secondly, there is a lack of research on the "new generation", which is different and special from the traditional employees and has a decisive impact on the future prosperity and decline of the organization.

III SURVEY ON THE NEW GENERATION STAFF

A. Design Ideas of Questionnaire

In order to understand the work and living conditions of the new generation staff, a survey method combining questionnaires and interviews was adopted. Personal background surveys mainly include gender, birth time, education, and so on. The management status survey mainly includes four aspects: incentive factors, sources of work stress, sources of life stress, and reasons for resignation.

A total of 772 questionnaires were sent out, 746 questionnaires were recovered and 700 valid questionnaires were valid. In terms of gender, there are 387 males and 313 females. In terms of the birth period, 101 people were born in 1980-1984, 285 in 1985-1989, and 314 after 1990. In terms of academic qualifications, there are 143 students in secondary school (senior high school), 236 in junior college, 290 in undergraduate, 26 in master's degree and 5 in doctor's degree.

After the questionnaire survey is completed, SPSS statistical software and manual verification method were used for statistical and cross analysis of the questionnaire data.

B. Main Data and Conclusions of the Survey

(1) Salary, benefits and promotion are the most important incentive factors for employees.

In the motivation factor survey, 55.9% of respondents chose salary and benefits, 45.2% of them chose job promotion opportunities, 27.8% of them chose working environment, and 16.7% of them chose to participate in management. Salary and welfare are not only health factors to maintain living standards, but also incentives to reflect personal values. There is no doubt that the job promotion can motivate employees. The survey shows that the younger the age, the greater the proportion of people who think that a good working environment can motivate themselves. 29.9% of the post-90s think that a good working environment can motivate them to work actively. Twenty years ago, Du Gang of Tianjin University (1998) conducted a questionnaire survey on the knowledge workers of a state-owned enterprise. The five major influencing factors were: working conditions, interpersonal relationships, leadership recognition, talent award and title evaluation. Obviously, the needs of the new generation staff have

changed a lot, which also challenges the focus of management.

(2) Confused prospects and complex interpersonal relationships are the main stresses of employees.

In the survey of the main sources of work stress, 40.9% of respondents chose confused prospects, 33.7% of them chose complex interpersonal relationships, 29.2% of them chose workload and overtime, 26.9% of them chose work-family balance, 21.2% of them chose performance appraisal, and 12.3% of them thought there was no pressure. The higher the degree of education, the higher the proportion of stress originated from the interpersonal relationship. The proportion of each degree is: secondary school and below (26.8%), junior college (29.6%), undergraduate (39.0%), master's degree (42.3%), doctor's degree (75.0%). For young people who are not deeply involved, the handling of interpersonal relationships is an important challenge.

(3) Salary, working atmosphere and promotion opportunities have an important impact on employees' resignation

In the survey of reasons for resignation, the respondents' choices are lower salary (32.0%), bad working atmosphere (30.9%), fewer promotion opportunities (29.7%), employment for jobs originally (27.7%), unfair assessment system (23.8%), inappropriate job originally (22.0%), change jobs to see if there are any other opportunities (18.8%), and lack of learning and training opportunities (16.2%).

(4) Life pressure mainly comes from financial pressure likes mortgage, marriage and parents' support for the aged

In the survey of the sources of life pressure, 36.3% of the respondents believed that it is mainly from financial pressure such as mortgage, 27.7% choose marital status, 22.6% choose parents to provide for the aged, 21.5% choose no pressure, 20.8% choose food and clothing, 13.3% choose their own health status, and 14.6% choose children's education. Economic pressure on the family environment is not very good for the new generation housing prices like high threshold that are difficult to cross. If we say that economy, marriage and parents' support for the aged are the common pressures of the youth of each age, more than one fifth think that there is no living pressure is probably one of the typical characteristics of the new generation staff.

IV BACKGROUND OF "AUTONOMOUS MAN" HUMANITY HYPOTHESIS

The hypothesis theory of humanity of staff in the traditional industrial age has reference significance but not guidance significance for new generation staff in the information age. Only on the basis of having a true understanding of the new generation staff can enterprises implement effective management, stimulate the enthusiasm and creativity of the new generation staff, which lay a solid foundation for the sustainable development of enterprises [7].

From birth to growth, the new generation staff has been facing the rapid development of science and technology, especially in information technology, the dramatic improvement of living standards, the increasingly perfect education and teaching, and the lack of siblings. These dramatic changes, which are rare in human history, have laid a deep mark on the new generation staff, and reshape the spiritual outlook and behavioral characteristics of the

new generation staff [8]. Zhang Ruimin, CEO of Haier, sighed with motion: "I feel that I will not be operating a business more and more. The effective methods and even successful methods of the past must be abandoned now and new strategies must be adopted." The new generation staff grew up in a specific social environment, showing the psychological characteristics of personality, publicity and self. They are eager to achieve something, to be affirmed, and keen to accept challenging work [9].

From the perspective of psychological characteristics, the new generation staff is self-confident, independent, individualistic, and self-respecting. Correspondingly, their ability to withstand stress is not strong, and they are prone to frustration, lack of hard work spirit, and cannot be sustained even with a little pressure. Autonomy means being their masters and not being dominated by others [10]. In psychology, Autonomy is to be assertive and responsible for your actions. Autonomy is not only a right but also a capability. On June 23, 2017, Chinese table tennis team athletes Ma Long (Captain), Xu Wei and Fan Zhendong successively gave up the competition one after another, and expressed the reason on Weibo suggesting that the three of them would stand for the support of their coach Liu Guoliang. On July 24, Cai Zhenhua, deputy director of the General Administration of Sport of China, went to Chengdu to visit the enclosed training badminton team. Cai Zhenhua said that it is necessary to fundamentally change the previous "parental system" and "one-word" management model, and we need manage the team strictly, pay attention to team building style closely, and enhance team cohesion. The statement of Mr. Cai was considered as a response to the strike of table tennis.

V JUDGMENT OF EMPLOYEES BY "AUTONOMOUS MAN"

The individual behavior of "autonomous man" will form the group behavior, thus affecting organizational behavior. "Autonomous man" refers to that in the process of work, employees' motivation depends on their subjective feelings, namely, pursuing equality and freedom." Autonomous man " making judgment to employees is as follows:

- 1) Salary and welfare are an important manifestation on employee value. Employees hope to share the riches they have created and receive remuneration tallied with their contributions, so they themselves will not suffer losses ;
- 2) Employees are enterprising. Employees are full of creativity and enterprising spirit, achieving sustained growth in the work by good training and orderly promotion is where the driving force of work comes from;
- 3) Employees in the enterprise can tolerate a relatively short development cycle. Mechanical and monotonous work can suppress the personality of employees. After losing interest in the work, they will choose to be suspended from the office; they are not likely to assess the potential impact of leaving temporarily on themselves and the enterprise, and the typical case is that a middle school teacher resigned for the reason that "the world is so big that I want to travel around." ;
- 4) Employees and superiors are equal. Employees pay more

attention to the abilities and personalities of their superiors than to the power and position of their superiors themselves. Informal leadership power can effectively reduce communication costs by making employees respect from their hearts.

VI EFFECTIVE MANAGEMENT MEASURES OF "AUTONOMOUS MAN"

The new generation staff has brought comprehensive challenges to management, such as serious staff turnover, indifference to work, lack of professionalism, resistance to take responsibility, disregard of rules, emotional work, increased difficulty in team management, etc. For managers, actively adapting to the changes of the new generation staff given by the times is the choice for sustainable development of enterprises [11]. The management method must adapt to the characteristics of the new generation staff, meet their reasonable needs, formulate positive and far-sighted management systems and mechanisms, and achieve the purpose of effectively managing the new generation staff.

A.Rebuild Organizational Structure

The traditional organizational structure is a pyramid structure characterized by hierarchical order. This organizational structure has an obvious effect on improving work efficiency, but it also restrains the initiative and creativity of employees. In order to stimulate the working motivation of "autonomous man", a relatively relaxed and humanized working environment is needed [12]. By transforming the traditional organizational structure into platform, team and inverted pyramid organization types, we can rebuild the organizational structure and provide more organic platform and management services for employees in this new era. Learning organization naturally tallies with "autonomous man". By constructing learning organization, the individual pursuit of "autonomous man" can be integrated with enterprise development.

B.Improve Leadership Style

There are two typical leadership styles: Authoritarian leadership based on the hypothesis of "economic man" and democratic leadership based on the hypothesis of "social man". Effective leadership is to adjust the leadership style according to different environmental characteristics. As the subordinate of the led, it is an important variable quantity of the environment [13].Based on the characteristics of "autonomous man", it is necessary to change the leadership style with emphasis on reward and punishment to an open and equal management one, and weaken the directorship of managers. Leaders work out challenging organizational goals on the basis of having a full understanding of "autonomous man". Leaders should lead by example, strengthen communication, and give "autonomous man" greater autonomy so as to achieve organizational goals.

C.Perfect Incentive System

Individual job performance depends on personal ability and work enthusiasm. The core role of motivation is to effectively mobilize the enthusiasm of employees [14]. "Autonomous man" hopes to give full play to the skills they have mastered and to reflect their self-worth. This reflection of self-worth is different from the need of self-actualization in the Hierarchy of Needs Theory. The need of self-actualization is the desire to maximize potential and realize self-ideal and aspiration. Self-worth is that employees hope to make contributions to the enterprise, at the same time, they can be accepted, affirmed, praised and rewarded

by the enterprise, and the core is self-esteem. The outlook on life, values and career of "autonomous man" are characterized by diversification. They have high expectations and pursuits on the value and significance of their work. They hope to make full use of their knowledge and reflect their self-worth. The focus of perfecting the incentive system is to stimulate the internal motivation of "autonomous man" and get affirmation timely.

Enterprises establish performance-based incentive compensation programs to motivate employees to work actively. The salary design should be reasonable and fair, and the salary target should be organically combined with the enterprise's development, and the salary system should be transparent [15]. At the same time, enterprises should provide challenging job positions, and they can give full play to their strengths, stimulate their sense of achievement and mission, as well as reflect the joy and value of work.

D. Create an Innovative Enterprise Culture

The new generation staff grew up in a specific social environment, showing the psychological characteristics of personality, publicity and self. They are eager to achieve something, to be affirmed, and keen to accept challenging work. Under the background of "mass entrepreneurship, mass innovation", enterprises should advocate the enterprise culture of "encouraging innovation", "tolerating failure", "allowing to rise to the top" and "daring to make reasonable mistakes", so as to provide an open and tolerant growth environment for "autonomous man" and encourage more "autonomous man" to explore and innovate. Enterprises should improve and strengthen the career planning of "autonomous man", provide appropriate opportunities for promotion, give full play to their strengths, and stimulate their sense of achievement and mission.

VII CONCLUSION

In order to occupy a certain position in the world and construct management theory with Chinese characteristics, Contemporary Chinese Management must make innovations and breakthroughs in humanity hypothesis, which is an important opportunity for the study of humanity hypothesis of the new generation staff in enterprises. Based on the new hypothesis of humanity, we can construct new management principles, methods, systems and standards in management practice, and improve the effective management theory for the new generation staff. The hypothesis of humanity of "autonomous man" is an important attempt, and its theoretical system still needs to be developed and perfected on the

basis of more extensive investigation and research.

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