How to Make Employees Persevere in the Face of Heavy Work?

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Keys: Work Burnout, Role Conflict, Work Orientation, Identity, Future Work Self

Abstract. As the career pattern changes, the role of individual in work is becoming increasingly diverse. The diversification of role will inevitably bring more work pressure, role conflict and loss of energy so that employees are more likely to have work burnout. This article expounded work orientation, identity and future work self so that companies can understand how to help individuals better reduce job burnout through personal cognition. Therefore, it provides better theoretical guidance and reference for companies.

Introduction

With the changing work environment, individuals in the career management have shifted from passive recipients into active managers. The “kaleidoscope” career pattern describes how individuals manage their career patterns by managing all aspects of work and life and arrange their relationships and roles in new ways (Sullivan & Baruch, 2009). In this context, individuals need to deal with different social roles and interpersonal relationships, and different levels of personality have significantly different affects on role conflict in work stressor, so they are more likely to have job burnout and energy loss. In particular, many new recruits because of the gap between ideal and reality are confused and not satisfied with their same work every day. Many people begin to ask themselves whether the job is worth of their efforts. Then their professional behavior becomes more diverse and they insist on the cycle of things. People around are largely concerned about achievements rather than tiredness. If one’s work is not understood or even deeply misunderstood, how to adjust himself in the face of confusion? This article solved these problems from the following aspects.

What is “worth”

There is an unworthy law. The simplest expression is that the unworthy thing is not worth doing well. If a person is engaged in unworthy work, he tends to have a perfunctory attitude, so the success rate is small, and despite the success, he will not feel a sense of accomplishment. Of course, people’s views will change: one may think it worthwhile before, but now feel unworthy, and there may be the opposite case. The key is that he has not found it and cognized it. Whether a job is worthy of persistence depends on his view and attitude.

American sociologists Bellah, Madsen and Sullivan(1986) based on a large number of studies divided work orientation into job orientation, career orientation and calling orientation, and expounded their connotations and objectives. Job-oriented labors are mainly concerned about economic and material returns of their work (Beallh et al., 1986; Brenne, Tomkiewicz, 2010). For them, the work itself is not the purpose, but only the means to obtain economic income to enjoy life, that is, work is a means of livelihood. Career-oriented workers pursue personal career development, that is, the pursuit of higher social status, industry reputation, job challenge and social identity (Rahim, Siti-Rohaida, 2015). They invest more in their work than Job-oriented workers, and in addition to material returns, work is a way to achieve personal development and gain recognition.
and promotion. For calling-oriented workers, the work is not only to obtain economic income or personal job development (Bellah et al., 1986), but they pay more attention to the work process to get subjective achievements, significance. They pursue inner enjoyment and far-reaching significance transcending personal interests and personal development, and gain happiness, freedom and rich life through work, that is, work is a way of life for them (Tian, Zuo, & Xie, 2013). The three main objectives of work orientation, as summarized in Table 1.

<table>
<thead>
<tr>
<th>The main work objective</th>
<th>job orientation</th>
<th>career orientation</th>
<th>calling orientation</th>
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<tr>
<td>economic income and material returns</td>
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<tr>
<td>career development</td>
<td></td>
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<tr>
<td>subjective achievement and work meaning</td>
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Source: according to relevant literature arrangement.

The concept of work orientation is proposed in the context of such an era. It is the subjective positioning of people on their own work value and expectation as well as the concept to research and interpret the meaning of work from the perspective of working purpose. Seen from domestic environment, China is in the stage of social transition, traditional concept and modern concept are increasingly interwoven under the influence of multi-culture (Yang, 1999), and although living standards have been greatly improved, with the intensified competition, labors’ sense of work significance and life well-being has not been increased. Western research shows that the work orientation has a sustained and significant impact on all aspects of individual life and work and organizational development, but domestic research is still in its infancy. Therefore, it is of great significance to analyze the status quo of research on work orientation, construct the theoretical model and research framework of work orientation in line with the conditions of China, introduce the concept of human resource management value orientation, especially research on employee career management. Secondly, it is of great theoretical significance to explore how to better construct the employment relationship and establish the organizational mission, get rid of the employer-oriented research idea and research the employment relationship from the perspective of individual or group employees (Zhao, 2011).

Find Identity

The word identity is derived from the Latin word “idem”, which has diverse meanings, such as equivalence, consistency, recognition and identity. Scholars generally believe that it has two meanings of “same” and “unique”, which reveal the relationship of “similar” and “different”. The differences and similarities from others or other group constitute the position of individuals in the social network, which determines the identity (Zhang, Li, & Liu, 2012). The early research of concept of identity was based on philosophical paradigm, which divided the identity into three research modes according to the development of subject theory: subject-centered enlightenment identity, society-centered identity, and postmodern decentralized identity. In accordance with this idea, identity is related to the confirmation of the self. Therefore, the origin of the concept of identity is included in the concept of identity and based on the development of concept of self (Brown, 1990).

In the 1960s, with the widespread right struggle of homosexuals, ethnic groups and feminists in the European countries, many scholars realized that various cultural groups required recognition of their respective identities (Marcia, 1966). The psychological study enriched the theory of self and identity. For example, Some psychologists conducted empirical studies. Many people tend to neglect their career value or cannot stand the external temptation, so it is easy for them to give up. With a low goal of job, people soon achieve it and will be soon tired, let alone perseverance? For example, many people say that they are just painters, engineers and small bosses but they should
measure it in different dimensions and make clear what they really want. As for the unit or company, in fact, it is not the most important. What is needed is the work and loyalty to career as well as the most professional performance in field of work. Therefore, one should be dedicated to work and have foresight, and whether a job is worthy of persistence depends on identity.

Define Future Work Self

Strauss, Griffin, Parker (2012) first introduced self to the field of work, then proposed the concept of “future work self” and defined it as an individual’s description of the work in the future. A large number of studies have shown that future work self affects the result of job hunting, proactive career behaviors, job performance, and organizational citizenship behavior of self-development, calling, emotional commitment, proactive adjustment behavior and well-being(Guan et al., 2014; Taber & Blankemeyer, 2015; Zhang, Hirschi, & Herrmann, 2016). Empirical studies have found that future work self as a motivational factor can affect active career behavior. This is of certain difference from overseas research results. Therefore, it is necessary to combine with the management situation in China to analyze the motive effect of future work self. Employees can regulate their behaviors to achieve their future work selves through three motivational resources: future-oriented cognitive processes, identity construction, and self-regulation, which motivates behavior to lessen the inconsistencies between the two selves.

First of all, a salient future work self will evoke the individual's psychological outlook for the future in order to inspire future-oriented cognitive processes. Future-oriented cognitive processes require a mental representation of the ideal future work through vivid and easy-to-remember working methods that lead employees to plan to achieve the desired future. Second, identity construction is another important source of motivation for future work self. Stets and Burke (2000) point out that identity is composed of self-opinions that individuals develop from membership to specific groups or roles. Future work self will self-align the individual’s self with the desired future and allow him or her to explore in self-positioning. For those who aspire to become a human resources manager, their belief in having strong interpersonal skills can affect the formation of future self work. The last source of motivation for future work self is self-regulation. Self-regulation is a process by which individuals guide their own thoughts, feelings and behaviors systematically and point them to the goal realization. Self-regulation is one of the most crucial organizational components of future self-definition of work because it provides individuals with a mechanism to compare their present ego and ideal ego to find both. This can encourage individuals to act and turn the possibility of an ideal future into a current goal.

The construction of ideal possible self is to achieve ideal self by linking the concept of self and regulating the motive of behavior. This is a very important aspect of future work self, because the employee’s inner self concept affects the choice of self in work, and at the same time the employee will work hard to narrow the gap with the future. If the employees feel that they have strong interpersonal skills, they are more likely to have the ideal future self to exercise these skills. The concept of self can be linked to the desired future to promote one to achieve future work self so as to reduce job burnout.

Conclusions

When employees perceive anything valuable and meaningful, then they are willing to work hard. Because such work has a high added value, that is, one can learn something in the work and get sustained growth and promotion, which is very important in the long run. Therefore, dedication is required, but foresight is also necessary. At the same time, the organization also needs to cultivate the identity of employees by various means, and only when employees think the company their own home, the bridge can be better established between employees and organization. Finally, compared to the immediate treatment, future earnings are more important, so there should be equity incentive. The main purpose is to win future earnings, although there may be some opportunity costs in the process. These should be within the acceptable range. A choice needs to be made for the balance.
between work and life, match between effort and reward, and coordination between preference and adaptation. The power of perseverance is from the mind, so never forget the dream, for when the dream is shattered, the real source power will not exist. Look at and measure the current work, whether it can bring excitement and make one willing to do, and if the situation is not good, then leave is just a matter of time.

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References