

Research on the Application of Humanistic Management Thought in Modern Enterprise Management

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Keywords: Humanistic Management, Thoughts, Enterprises, Application

Abstract: Humanistic management is to start from the origin of human beings, study management problems, and rebuild the management system and rules from the height of respecting human nature and putting the human standard right. This is the key for enterprises to adapt to the new changes in management, meet the challenges of the 21st century, and maintain long-term competitive advantage. This paper is about the research of humanistic management thought in practice. The main purpose of its research is to give corresponding combing and suggestions at the application level of humanistic management thought and help enterprise managers effectively implement humanistic management.

Enterprises in the 21st century are facing unprecedented changes and fierce competition. Economic globalization, the rapid development of information technology, the customer orientation of business and the integration of value chain have all posed new challenges to the traditional management theory, requiring enterprise management to adapt to these challenges and reform management concepts and methods [1]. Among them, the most prominent changes are: the management objectives have developed from simplification to diversification, the focus of management has changed from single emphasis on science to equal emphasis on science and humanity, and the understanding of management has changed from "manager" to "collaborator" [2]. Humanistic management is to start from the origin of human beings, study management problems, and rebuild the management system and rules from the height of respecting human nature and putting the human standard right. This is the key for enterprises to meet the challenges of the 21st century and adapt to the new changes in management, as well as to maintain long-term competitive advantage [3]. Based on this background, we study humanistic management and try to give corresponding combing and suggestions both in the theoretical system of humanistic management and in the application level of humanistic management, so as to help enterprise managers effectively implement humanistic management.

1. Analysis of the Problems Existing in Humanistic Management in Chinese Enterprises

1.1. Lack of Humanistic Management Concept

In enterprise management, many enterprise managers rely too much on strict administrative means, and the phenomenon of single management of enterprise employees is more prominent. For example, Foxconn has adopted Taiwan's semi military management, and its management method for employees is simple and rough, and managers often beat and scold employees. Front line managers are called line managers in Foxconn [4]. They have direct contact with employees. They should have paid attention to the organizational behavior of employees, reflected the problems existing in employees in a timely manner, and cared for and helped employees more. But in Foxconn, on the contrary, the line leader is the monitor of the factory. He is only responsible for urging employees to complete their work, and even scolding employees [5]. He does not make employees feel any humanistic enterprise management philosophy and culture, which has to be said to be a major mistake in enterprise management. Foxconn's security system is also worth mentioning. It is controlled by four lines of defense, which is reasonable in terms of the high degree of confidentiality required for the development of the enterprise. As the security guards of the specific executors of these security measures, they have the power to inquire and search employees. In Foxconn, security guards have considerable power, resulting in frequent physical collisions between security guards and employees. These have led many front-line employees to have great misunderstandings, grievances and hatred towards the management at work. Because they have nowhere to vent, they finally turn these grievances into the company, lose trust in the company, and are full of hatred towards the company. In the long run, there is no good communication between the company and employees, and between employees, and human relations are cold. Due to the lack of employees' sense of belonging and trust, Foxconn lost tens of thousands of employees on average every month.

1.2. Significant Efficiency Standard

In order to blindly pursue production efficiency, some enterprises violate the labor law and work overtime. According to the current labor law in China, employers should generally implement a standard working hour system of eight hours a day and 40 hours a week. If the above working hour system cannot be implemented due to the nature of work or the characteristics of production, other working and rest methods may be implemented in accordance with the relevant provisions of the state. It should be noted that this exception must have other express provisions. At the same time, due to the needs of production and operation, the employer can extend the working hours, but it must be negotiated with the trade union and workers, and generally not more than one hour per day. If it is necessary to extend the working hours for special reasons, the extended working hours shall not exceed three hours per day and 36 hours per month under the condition of ensuring the health of workers. According to the provisions of article of the labor law, if a worker is arranged to extend working hours, he shall be paid not less than 150% of his salary; If a worker is arranged to work on a rest day and cannot arrange compensatory leave, he shall be paid not less than 200% of his salary [6]. If workers are arranged to work on statutory holidays, they shall be paid not less than 300% of their wages. Take Foxconn as an example. Foxconn employees work overtime for far more than hours per month, which is a serious violation of the labor law that "employees are not allowed to work overtime whether they are voluntary or are voluntary" [7]. At the same time, Foxconn signed overlord clauses with new employees to restrict employees' freedom in a disguised form, such as the "voluntary overtime cut-off letter", forcing employees to sign "voluntary" agreements under conditions that are obviously unfair. The voluntary overtime statement is like a shackle on

employees' heads, which makes employees physically and mentally exhausted at work and unable to get rid of it. As a contract factory of apple, Guangdong Dongyao Wanshida company requires workers to work up to hours a day, including hours of overtime, in order to pursue high production targets. The factory workers worked an average of hours per month, and forced the workers to agree to work overtime in disguised form by internal management rules such as fines. As two well-known large enterprises in China, they completely ignore the physical and mental health of employees and maximize their own capital interests at the expense of employees' interests, which is reprehensible.

1.3. Significant Product Standard

For the sake of product quality, some production enterprises only focus on "things" and "products", completely ignoring the existence of "people", which seriously endangers the physical and mental health of employees. In August, 2009, the inspection team of Dongguan Health Bureau found that in July, 2009, Wanshida company had conducted occupational disease physical examination on 234 workers with a history of exposure to occupational hazards [8]. As a result, 30 workers needed to be reexamined, including 8 with hearing loss and 8 with anemia. The physical examination of Wanda in 2010 was not optimistic. Dongcheng hospital once conducted occupational health examination for some employees of Wanda in August of that year. The physical examination report issued by the hospital to the reporter showed that in the examination of benzene homologues occupational hazard factors, 171 people were examined, of which 7 needed to be rechecked, and 92 had other diseases or abnormalities; In terms of the inspection of occupational hazards such as noise and dust, 5 of 131 employees need to be rechecked, and 30 have other diseases or abnormalities [9]. It can be seen from the above data that although 12 people need to be reviewed, accounting for only 4%, employees with other diseases or abnormalities account for nearly 40% of the total number of physical examinations. In addition, because the list of physical examination employees and the occupational disease hazards of physical examination are designated by the manufacturer, Dongcheng hospital only conducts physical examination according to the requirements of the manufacturer of Wanda, so it is difficult to judge whether the examinee has other occupational diseases other than the designated physical examination occupational diseases; In addition, the actual work position of workers and whether corresponding physical examination should be carried out are not well understood.

1.4. Profit Based Supremacy

In order to maximize profit margins and reduce costs, some enterprises still infringe on the legitimate rights and interests of employees for a long time. Foxconn's statutory working hours pay is low, and it has always regarded the maximum wage of its employees as only the minimum wage standard issued by Shenzhen, which is in contrast to the tall image of the world's top 500. If employees don't work overtime, they can only get the basic salary. After deducting medical and social insurance, in fact, they only get more than 800 yuan. At Wanshida, if employees don't work overtime, the company will give front-line employees only 1230 yuan per month (1100 yuan of basic salary and 130 yuan of work allowance) [10]. Only if they work overtime for at least 60 hours a month can their monthly salary be increased 2000 yuan. At the same time, in order to reduce costs, some small enterprises have outdated equipment, narrow workshops, poor working environment and many hidden dangers of accidents, resulting in the direct exposure of front-line workers to dust, noise, high temperature, and even toxic gases. In recent years, many workers have been killed or maimed due to acute poisoning, explosion, fire, etc., which has seriously infringed on the safety and health of workers.

1.5. Prominent Official Standard

According to the survey data of the China entrepreneur survey system, the factory directors and managers of most enterprises are appointed by the "superior competent departments". Among them, foreign-funded enterprises account for 33.3%, collective enterprises account for 58.4%, and state-owned enterprises account for 86%. Among the professional activities of business operators, 62.1% of the evaluators paid the most attention to the "superior competent department". This situation shows that Chinese enterprises have not formed a mechanism to cultivate professional entrepreneurs, but a large number of "official standard" entrepreneurs. Mistakes in employment, power and money transactions and the instability of enterprises are often caused by this "Bole Xiangma" type of administrative appointment. At the same time, in many enterprise management, the unreasonable use of talents also frustrates the enthusiasm of employees, does not give full play to people's talents, and makes a lot of waste of human resources prominent. According to a survey of 2000 loss making state-owned enterprises by relevant departments, as high as 81.71% are losses due to poor management, 9.9% are policy losses, and 9.2% are losses due to objective reasons.

2. Analysis on the Causes of the Problems Existing in Humanistic Management in Chinese Enterprises

2.1. Insufficient Understanding of Leaders

While western enterprises pay more and more attention to the human factors in enterprises and strengthen human-oriented management, the idea of human-oriented management in Chinese enterprises has gradually faded. Among them, the most prominent performance is the lack of understanding of leaders and the dilution of Ideological and political work of employees and themselves. The ideological and political work of being a good person is the basic requirement of humanistic management. Since the reform and opening up, while we eliminate the influence of the "left", there has been a phenomenon that cannot be ignored, which is to despise ideological and political work. Due to the deviation of ideological understanding, various negative effects have been produced, which makes it more important to pay attention to things than people, and more material rewards than spiritual encouragement in specific management.

2.2. Low Employee Awareness

In recent years, the development and dissemination of psychology and behavioral science have made some enterprise managers have the honor to contact these theories. However, many of our enterprises failed to make a specific analysis of their own situation. In particular, there is insufficient research on the changes that have taken place or are taking place in employees' realistic thoughts. For example, what are the thoughts of relevant personnel in the "laid-off diversion, downsizing and efficiency increase" of enterprise reform; How to solve their ideological concerns; With the progress of enterprise science and technology, what are some old workers with low culture and older age thinking; There is a lack of systematic investigation and Analysis on how to help them solve the difficulties in thought and work, and it can be said that no better solution has been found. At the same time, because employees have no legal knowledge, they completely lose their awareness of self-protection of rights. It is these insufficient studies that cause many contradictions and even unstable social factors.

2.3. Incomplete Enterprise System

An important principle of humanistic management is to adhere to the principle of material interests. Due to the imperfect management system of enterprises, the adjustment of industrial structure, the increase of scientific and technological content, the improvement of production efficiency, the merger, transfer, sale and bankruptcy of enterprises, as well as the poor management and low efficiency of enterprises, enterprise personnel have been greatly reduced, and some enterprises infringe on the actual interests of employees with various excuses and means. The specific performance is as follows: Taking the reduction of staff as a thought package; In the process of enterprise merger and bankruptcy, employees should be harmed. Such as pension, medical treatment, housing welfare; Layoffs are not based on contribution and ability, but on the personal likes and dislikes of enterprise managers; Pay no attention to improving the working environment of workers, only talk about production efficiency, not about the working conditions of employees, so as to reduce costs.

3. Application Countermeasures of Humanistic Management thought in Modern Enterprise Management

3.1. Transformation of Values under Humanistic Management

First, enterprises should emphasize subject participation. The essence of humanistic management is to fully affirm the main role of people in management, through the study of people's needs, motivation and behavior, so as to stimulate people's enthusiasm, initiative and creativity, and achieve high efficiency of management. To implement the human-oriented principle, enterprises must regard employees as the main body of management and maximize the potential of employees. The key to effective management is the active participation of management subjects. First of all, employees' participation in management can make them invest in emotion and produce psychological identity. Secondly, allowing employees to participate in management can meet the high-level needs of employees. Decentralization and participation in democratic management provide opportunities and environments for employees to realize their own needs. In this way, they can work hard, do their work as their own, and give full play to their potential. Third, involving employees in management may also improve the quality of goal decision-making. Due to group participation, the participation level is expanded, so we can pool our wisdom, learn from each other, and avoid the limitations brought by "one speech hall". Make managers and employees understand each other, care for each other, support each other, and form a force of mutual promotion.

Secondly, enterprises should respect human nature. Respecting human nature is the core of modern management. Respecting and understanding people is the prerequisite and key to good management. Because respecting talents will attach importance to talents, understanding talents will find talents and use talents. The core of management is people. Only by managing good people can we manage good things. First of all, we should respect the personality of employees and leave a certain degree of freedom for their working environment and psychological space. Only in this way can employees' enthusiasm and creativity be given proper play. Secondly, we should treat employees equally and give them a sense of fairness. People are fair in personality, regardless of their position, educational background, age, and personality differences. Management should be treated equally, and the enthusiasm of some people cannot be sacrificed for that of others. Employees' achievements in work should be affirmed in time. We should strengthen interpersonal communication and create a harmonious interpersonal relationship. The interpersonal communication of enterprises includes the communication between leaders and employees, and the communication between employees. Leaders should go deep into employees, understand and listen

to opinions, fully reflect the original shell of employees' ownership, and enhance mutual respect and understanding. In addition, parallel communication is also very important, so that employees can understand the nature, characteristics, achievements, difficulties, etc. of their work. It is beneficial to eliminate misunderstandings and suspicions among employees.

3.2. Enterprise Culture Construction under Humanistic Management

The ultimate goal of humanistic management is to achieve the goals of enterprises and employees. In order to achieve "win-win" between enterprises and employees, humanistic management must be fundamentally established and implemented. System design is the operational level of humanistic management to ensure the mobilization of employees' self motivation, but to stimulate employees' superego motivation, we must rely on the power of corporate culture and reach a consensus on the level of values. Only by cultivating a harmonious, happy and positive atmosphere in the enterprise can employees feel the happiness of the workplace; Only by condensing into a common recognition of dedication, persistence and innovation, can employees realize the happiness of creation; Only when the "slogan" content of the spiritual level is evolved into the working habits of the team, such as the habit of abiding by rules and disciplines, the habit of excellence, and the habit of strict implementation, can employees really integrate into the organization, and finally print the habits in their minds to form their own enterprise people's outlook on life, gain and loss, and career. At this time, employees' personal goals are highly consistent with the enterprise goals, and truly achieve "win-win". This is the power of corporate culture. Creating a corporate culture under humanistic management can greatly stimulate the superego motivation of employees. Under the superego motivation, employees focus on "society", and employees regard corporate goals as their own goals.

3.3. Labor Employment under Humanistic Management

Labor employment is an important part of enterprise human resource management. What kind of employment system an enterprise establishes and adheres to directly determines the establishment, transformation, termination and dissolution of labor relations between enterprises and employees, and is directly related to the operation of three important functions: employee recruitment, post allocation and benefit distribution. It should be said that the labor and employment system is the centralized embodiment and implementation of the enterprise's human resource management thought. The improvement of the labor and employment system by enterprises, whether at the legal level or at the management level, is an important guarantee for people to make the best use of their talents, people to make the best use of their talents and personnel, give full play to the enthusiasm and potential of employees, reduce employment costs and improve management efficiency.

The problems existing in China's labor employment are mainly reflected in: the signing rate of labor contracts is low and non-standard, illegal employment and non-standard employment still exist in large numbers, the coverage of social insurance is narrow, the level of overall planning is low, the phenomenon of unpaid premiums is serious, labor security supervision is insufficient, and labor disputes continue to rise.

Many new forms of employment have emerged under the new form of economic development. In order to improve the efficiency of employment, enterprises should fully consider these forms of employment and apply them flexibly. For example, in order to promote the continuous development of enterprise productivity, Wanxiang Group has formed an employment system of "ladder employment and dynamic management" in terms of employment. The so-called ladder employment means that employment takes various forms. Lifelong employees, fixed workers, contract workers, probationary workers and temporary workers coexist at the same time, and the ladder arrangement

is implemented. One level is higher than another, and the wages and benefits of each level are different. Through the flow of employment, employees' income, training, welfare, medical treatment, pension, etc. also flow.

3.4. Employee Training under Humanistic Management

As an important function of enterprise human resource development and management, employee training has been increasingly recognized by managers. Now it is almost impossible to say that Nange enterprises have not done training. Both the training figures organized by the enterprises themselves and the statistical indicators given by special training institutions show that the staff training of Chinese enterprises is doing well. But in fact, enterprises' satisfaction with the training effect and employees' satisfaction with the training are not high. In order to focus on the effect of training, if the effect of employee training is not achieved, and the training fails to update and improve employees' knowledge and skills, discover and cultivate employees' creativity and innovation spirit, and even standardize and strengthen their code of conduct and sense of responsibility, the training will flow into form. Therefore, exploring the deep-seated reasons for the poor training effect through the prosperous training appearance will be of great benefit to the training strategy under the designer based management.

The content of traditional personnel analysis includes employees' background knowledge, qualifications, age, personality, etc.), personal performance evaluation results, knowledge and skill test results, employees' self-evaluation, superior evaluation, etc. its main purpose is to investigate the gap between employees' existing performance level and the performance level required by the job. It can be said that the traditional personnel analysis is carried out around the work of employees, ignoring the psychological needs of employees, and appears mechanical and indifferent. The idea of people-oriented management requires that the training needs survey pay more attention to the wishes and psychological demands of employees.

3.5. Employee Motivation under Humanistic Management

The essence of people-oriented management is that the purpose of management is not only to mobilize the enthusiasm of employees, but also to pay more attention to the development of employees, so that enterprises can develop together on the basis of seeking common interests for employees. It should be said that employee motivation is the specific application of humanistic management. The incentive policies and measures of an enterprise reflect whether people-oriented management is being implemented. By implementing people-oriented management and improving the incentive system and methods, employees can not only make full use of their strengths and potential, but also continuously realize their self-worth and higher-level needs in their own fields.

Material incentive means to motivate employees through material incentives. Its main manifestations are positive incentives, such as the payment of wages, bonuses, allowances, benefits and other negative incentives, such as fines. Today, when labor is still the first means of making a living, there is no denying the important role of material incentives. Without corresponding material incentives, no matter how well and colorful spiritual incentives are, they cannot achieve the due incentive effect. Material incentives are the basis of spiritual incentives.

If material incentive is the basis of employees, then spiritual incentive is undoubtedly an important means to realize people-oriented. Spiritual motivation refers to the use of effective means to meet people's high-level needs of respect, achievement, self realization and so on. It is a leading and lasting form of motivation with continuous internal driving effect. Through spiritual stimulation, under the influence of some internal or external stimulation, people can always maintain a state of work excitement, so that their potential can be developed.

4. Conclusions

Taking people as achievements is an important concept of human-oriented management thought for human purposes. Humanistic management thought believes that the effectiveness of management is that the stronger the person is, the more powerful the person is. Therefore, people-oriented management thought is committed to human construction, tap human potential, give full play to human creativity, make it a contribution to the enterprise, make people more valuable in being excavated and inspired, and make people develop themselves.

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