

Problems and Countermeasures in the Management of New Generation Team

Li Shu^a

School of Economics and Management, Guangxi Normal University, Yanshan District, Guilin, China
^a2862489710@qq.com

Keywords: New generation, team management, strategy

Abstract: As the “millennial generation” officially enters the workplace, the new generation team composed of “millennial generation” will gradually become the main force in the workplace. They have independent values, advocate freedom, wide interests, and strong plasticity, which can inject new vitality into the team. However, generational differences may lead to the “failure” of traditional management styles, which can lead to frequent management conflicts. How to manage millennial has become a new challenge for the new generation of team managers. This paper analyzes some problems encountered by enterprises in the management of the new generation of team, and puts forward some targeted strategies, hoping to shed some light on the management of the new generation of team.

1. Introduction

With the advent of the knowledge age and the digital age, the new generation of post-90s and even post-00s employees have begun to enter the workplace. Having grown up in a knowledge-based and information environment, these new employees have inherent characteristics in their personal values and behavioral pattern. [1]On the one hand, they have rich creativity and imagination, advocate individuality, democracy, freedom and equality, and are willing to accept new thinking and new things. On the other hand, in the face of complex and changing social environment, they lack a high sense of belonging to the organization, which is manifested by low career maturity, high turnover rate, and lack of teamwork awareness. This kind of anti-traditional thinking impacts the traditional management mode of enterprises and challenges enterprise managers. However, as managers of enterprises, they must face this new trend in the workplace. The competition of enterprises in the future is the competition of talents. With the improvement of the market economic system, the market situation has changed from the seller's market to the buyer's market, and the market competition has become increasingly fierce. Many enterprises have also begun to reform the traditional management mode and adopt the team organizational structure mode and the team management mode, which greatly activates the inherent potential of enterprises and improves the adaptability of enterprises to the market environment. The competitive pressure facing the enterprise is divided into the internal organization of the enterprise. Under the new situation, the new generation of team management is a major innovation of modern enterprise management, who has mastered the new generation of employees, who is the winner of the future

enterprise. Therefore, how to seek an effective management mode according to the characteristics of the new generation of employees and make them play a greater role has become an important topic in today's enterprise management.

2. The New Generation of Enterprise Team Management Problems

2.1. Lack of Teamwork Consciousness

"Self-centeredness" is a fundamental characteristic of the new generation of employees born in the 1990s. In the face of problems, traditional employees may use various communication methods with leaders or management to solve them; On the other hand, the new generation of post-90s employees usually take an indifferent attitude towards it. This over-emphasis on self is, to a certain extent, conducive to their openness of mind and stimulate their innovation and creativity. But at the same time, this strong tendency of individualism makes them seldom think from the perspective of team in their work, thus weakening the teamwork among employees, which is not conducive to the harmonious cooperation among employees, more not conducive to work communication, and not conducive to the improvement of the overall performance of the organization. In a team, only when members depend on each other, can the team build a strong cohesion, and the competitiveness of the team will be further enhanced. For team tasks, only one person's knowledge structure cannot be fully competent. Only by further breaking down team tasks, so that different members can undertake corresponding tasks, can the cooperation ability be brought into full play. However, excessive dependence tends to hinder the enthusiasm of the team members. In addition, the team is made up of people who have special strengths in different fields, and the necessity of the team depends on whether they can exert their talents. Therefore, whether the high efficiency of team work can be realized, the key also lies in the ability of team members to work independently. Only each member can independently undertake part of the team work, can make its enthusiasm can be fully brought into play.

2.2. There are Problems in Performance Management

The ultimate goal of performance management should be to achieve the strategic development goals of the team. In the context of challenges and equal opportunities in the current era, it is particularly important to determine reasonable and scientific goals for efforts.[2] At present, some teams do not have clear strategic development goals, or the strategic goals cannot be transmitted to all members or grass-roots employees, so even if the performance evaluation index system is scientific, the team management will lose direction because the team members do not understand it. Looking at the performance management system of many teams, the setting of assessment indicators is often derailed from the overall development goal of the team. In this case, it is difficult for team members to understand the performance evaluation indicators from their own perspective, and it is even more difficult to accurately grasp the assessment indicators to guide their actual work. In addition, many team members are insufficient in operation and management. It is easy to lead to the performance management work in the actual development process is too arbitrary, there is no unified goal and direction.[3]The unreasonable setting of team performance management objectives will, on the one hand, reduce the enthusiasm of team members; On the other hand, it will cause a large amount of waste of resources, which is not conducive to the team to embark on the road of healthy competition.

In the process of implementing performance appraisal, the team is inevitably affected by some internal and external factors, resulting in a certain deviation in the appraisal results, which leads to dissatisfaction of the team members. In view of this problem, if there is a scientific performance

appraisal feedback mechanism in the team, various contradictory problems will be solved in a timely and effective manner to ensure that the performance appraisal can continue to play the role of incentive and constraint.[4] However, in fact, in many teams that have implemented performance appraisal, there is a general lack of an effective information feedback mechanism. As a result, some employees who are dissatisfied with the appraisal result complain and report their problems to the human resources department, which is delayed in getting a reply. In the long run, it will inevitably lead to the negative emotions of employees, which will not only lead to the decline of team cohesion, but also those really talented, capable and potential employees will even have the idea of quitting, which will lead to the continuous decline in talent quality and ultimately have an adverse impact on the development of the team.

2.3. Lack of Effective Communication

Many enterprises do not realize the importance of communication in team management, and the serious lack of effective communication leads to problems in team management.[5]In general, managers take the lead in team management and directly give orders to employees without fully considering the needs of employees, let alone actively communicating with them. Not only is there little communication between superiors and subordinates, but also the team does not provide opportunities for employees to communicate with each other, so it is difficult for teams to share information, which is very unfavorable to the development of the team. In this case, it is difficult for the team to have a healthy development, and it will also affect the relationship between team members, thus reducing the efficiency of the team.[6]Without a good sense of communication, interpersonal relationships remain estranged and indifferent, and it is difficult to carry out effective communication in team management. In this way, the value and potential of employees are difficult to be tapped, and the development of enterprises will be hindered to a certain extent.

At present, there are two main ways of team communication: oral form and written form, and oral form is mainly based on meetings and interviews. From the actual situation, neither oral form nor written form has achieved good results, mainly because the communication method is relatively simple and the enthusiasm of employees is not strong. In addition, they do not really put the idea and emotion of communication into it, which leads to poor communication effect. For example, meetings, which are the norm in some companies, will be held every day a variety of meetings, not only a waste of time, but also not good results, employees are very low enthusiasm for meetings. In some companies, meetings are just a formality, without any meaning or value. Therefore, in the team management, we need to constantly enrich the ways of communication, so that the communication can really achieve good purposes and effects.

2.4. Lack of Effective Incentives

Effective motivation is the key to maintain team morale for a long time. Effective motivation requires giving reasonable "benefit compensation" to team members. "Benefit compensation" is usually divided into two forms: one is material conditions, such as money, work environment; The other is psychological benefits, such as a sense of accomplishment at work, and feeling respected and loved. Correctly judging the "benefit needs" of team members is a precondition for effective motivation. In fact, different people's interest needs are not exactly the same. As managers and ordinary employees, there are great differences in their attitudes towards spiritual and material interests. People are full of creativity when they get their own benefits. People are not only for money, but also for loyalty, love and other psychological benefits. Of course, people hope to have the maximum material and psychological benefits, but under certain conditions of benefits (such as a certain amount of bonus, and the like), people will choose the appropriate combination of

behaviors to obtain the maximum benefits. This requires the team leader to take reasonable incentive measures according to the cause of the problem, and according to the analysis of the problem, decide whether to strengthen the communication and participation of employees, or increase the basic salary, or modify the reward conditions of bonuses, and organize various team entertainment activities.[7]

Without effective incentive methods, it is difficult for the team and organization to develop in a long term. In practice, many enterprises adopt the following two typical team incentive methods. One is the egalitarianism incentive, which aims to avoid conflicts among team members, but results in the decrease of employees' enthusiasm, and the development of enterprises is seriously affected. The other is simple monetary incentive, everything is reflected by money, and if the team makes mistakes, it will be fined. It's not sustainable, it's expensive, it sometimes hurts the spirit of the team, it makes the team feel disrespected, it doesn't achieve the intended purpose, the team is not motivated, and it may lose the opportunity to grow the organization. Scientific method must be able to correctly judge the “interest needs” of team members, which is a prerequisite for effective motivation. This requires the leader of the team to take reasonable incentive measures according to the actual reasons of the actual problems.

2.5. The Management Mechanism is Not Perfect

The new generation of post-90s employees who just entered the workplace, due to lack of work experience, they cannot complete the work assigned by the enterprise, and they are under great psychological pressure, and their sense of responsibility is not strong, if the enterprise cannot strengthen training at this time, the post-90s employees are very easy to quit, and even quit in less than one month. According to the survey, the quit rate of the new generation of employees in Chinese enterprises reaches about 18%. The high turnover rate seriously affects the normal production and operation of enterprises, and increases the management cost of enterprises. At the same time, for the new generation of post-90s employees themselves, frequent leaving office is not conducive to the accumulation of professional experience, but also not conducive to the development of long-term career.

In the selection and recruitment of management team members, enterprises fail to make full use of the strengths of employees, but often hope to make up for the shortcomings of employees. To make up for the deficiencies of employees, we can do it through training and other means in terms of knowledge and skills, but it is very difficult to improve the potential quality of people. In the selection and recruitment of project managers, some senior managers of the company cannot completely avoid “inbreeding”, “small groups” and other undesirable phenomena. Training is the process by which enterprises and teams provide employees with the knowledge and skills needed for their work; The ultimate aim is to achieve the simultaneous development of employees and enterprises by improving their abilities.[8] With the intensification of market competition, in order to cultivate the competitiveness of enterprises, enterprises and their teams constantly increase the investment in staff training, so that the overall quality of employees has been improved to a certain extent. However, the team member training mechanism still cannot meet the needs of the development of the team and the enterprise.

3. The New Generation of Team Management Countermeasures

3.1. Building Team Culture

A good corporate culture can promote employees to set goals consistent with the organization and enhance the sense of belonging. Facing the new generation of post-90s employees, on the one

hand, enterprises need to reflect on the traditional corporate culture, create a corporate culture of tolerance, trust and equality suitable for the new generation of employees, and actively take measures to guide them to adapt to the corporate culture.[9] Only when they identify with the enterprise, they will be willing to grow together with the enterprise and have a sense of responsibility for the enterprise. On the other hand, enterprises can also provide opportunities for employees to learn and grow. At the same time, it is necessary to find out the common values of the enterprise and the new generation of employees, and use the “adhesive” of corporate culture to unite employees tightly together. The implementation of humanized management, first of all, should give employees full respect; Secondly, we should make employees equal in personality regardless of their position. Finally, we should optimize the working environment, including the optimization of the relationship between employees and the working atmosphere. Only in this way can we enhance the sense of belonging of employees, reduce the turnover rate and retain the hearts of the new generation of employees.

The process of enterprise team management cannot be separated from the support of culture, which is also an important guarantee to improve the cohesion of employees. Therefore, in the process of team management, managers should strengthen the construction of team culture, respect the development characteristics of each member, and improve the overall management level. In the process of cultural construction, it is necessary to first shape the cultural objectives according to the standards of team management, establish a long-term working mechanism, and put forward effective cultural construction programs according to different team work conditions. Enterprises should update the original cultural model to make the overall management level meet the expected requirements. The construction of corporate culture gives full play to team cohesion and enhances scientific team management. In the process of team culture construction, the staff of various departments can discuss the cultural construction plan together, so that the team construction effect can meet the expected requirements. It is worth noting that in the construction of team culture, it should be consistent with the corporate culture, and it can give full play to its leading role, so that each member can consciously integrate into the current team culture, and promote the team building effect to meet the expected requirements. When each individual joins a team, the heart will rise a feeling of hope to find dependence. Team managers should find ways to make employees acceptance with the team, and make employees have a sense of belonging under the premise of making employees clear about their roles, positions and responsibilities. In this process, the organization should make employees aware of what kind of career future they will have in the team, help them do a good job in career planning, make them better plan their life direction, so that they can better develop their potential and realize their self-value in the organization.

3.2. Team Performance Management

In the process of building a performance management system, we should not only focus on individual performance, but also integrate team performance into the performance management system. To this purpose, we should do the following four things. First, clearly define the purpose of measuring team performance. Before designing how to measure team performance, it is important to determine the purpose for which the performance information will be collected and used, such as for management purposes, development purposes, or a combination of both. Different variables need to be considered for different measurement purposes. Second, use multiple methods to measure team performance. As measuring team performance is more complex than measuring individual performance, it is important to use multiple sources of information. Thirdly, make sure you have people who can measure team performance. Just like individual performance management, team performance management also needs to spend a lot of energy and time, or even more,

enterprises must provide necessary and sufficient invest for team performance management, so as to obtain enough effective information. In the end, focus on both the process and the result. As with individual performance, both behavior-process-oriented performance management and results-oriented performance management are very useful for building a team performance management system, so managing team performance should be about both process and outcome.

3.3. Strengthen Team Communication

Effective communication includes three aspects, the first is how to speak, the second is how to listen, and the third is the communication feedback based on listening. The state of effective communication is that one party can understand the feeling of the other party at that time, and accept this feeling. In the organization, effective communication is both a lubricant for interpersonal relationships and a prerequisite for teamwork.[10]Employees communicate effectively so that they are understood by their peers, have access to the necessary information and resources, and receive help and support from their peers. The team communicates effectively to understand the needs, desires and emotions of team members, adopt effective incentives, resolve contradictions and conflicts within the team, and enhance the cohesion and combat effectiveness of the team.

In order to improve the effect of team communication, we need to constantly enrich the channels of communication, and seize every opportunity for communication, so as to really play the role of communication, and then effectively improve team management. The establishment of diversified communication channels can make the communication between the team more efficient and smooth, and can also let the manager timely understand the ideas of the employees, and then provide them with corresponding help. Enriching communication channels can be started from the following aspects: First, make full use of network technology. Nowadays, basically many enterprises have realized paperless office, and all operations are carried out online. Therefore, in team communication, enterprises also need to use various software or channels to establish efficient and convenient communication methods for employees, so as to achieve smooth communication and exchange; The second is to build formal communication channels.[11]For enterprises, some important matters need to be transmitted to employees through formal channels. Therefore, enterprises also need to establish formal communication channels to provide a good way and method for uploading and ordering. The more common ones are meetings, company publicity boards or suggestion boxes, which are mainly used for employees' feedback. Sometimes for various reasons, employees do not like to express their suggestions directly. For this reason, the way of suggestion box can be used to let employees give feedback anonymously, which can not only effectively solve the problem of opinions, but also improve the effectiveness of communication. The third is informal communication. Managers should use team building, annual meetings, travel and other entertainment activities to communicate effectively with employees in the activities, so as to fully understand the real thoughts and opinions of employees. Enterprises should further improve the effectiveness of communication through various forms of communication channels.

3.4. Team Motivation

Motivation is one of the core issues of management, it is related to the development of the team, even the survival of the team. To make a great team, you must establish a sound incentive system that allows each member of the team to achieve some degree of accomplishment, gives them a sense of belonging and identity, makes them happier at work, and gives them the opportunity to improve and the room to rise. The continuous change of business environment will inevitably lead to the change of team management mode and team form. Today, team management is faced with the dilemma of increasing challenges and loss of team employees, and the traditional single team

incentive mode can no longer really play a role in attracting, motivating and retaining talents. In order to give continuous promote to team development, diversified and differentiated incentive strategies must be adhered to. Organizations should have a combination of short-term, medium-term, and long-term incentives.

Enterprises should establish a reasonable salary and welfare system, adhere to a diversified incentive model, and pay attention to long-term incentive effects. Material incentives are the most direct means of incentives. Material incentive mainly refers to the material reward obtained by the person after the payment reaches the prescribed level through material means. This kind of incentive behavior can better stimulate employees' enthusiasm and creativity in work. Material incentives include bonuses, allowances and prizes. By satisfying a certain material desire, people who are motivated work harder. Material incentives focus on people's vital interests, try to meet people's various material needs, but also promote the progress of the organization, to achieve a win-win situation. In the team, the material incentive for team members is reflected in two aspects. The first is to meet the basic needs of team members for material. The second is to give specific material rewards to team members. That is, if the team members complete the task well, the team will give specific material rewards to the team members, in order to reinforce mental motivation. Spiritual motivation mainly refers to the implementation of internal incentives for enterprise employees, the specific measures are as follows. In the work, the manager should authorize the employee to make a reasonable evaluation and recognition of the employee's work performance. Managers should try to be as open and fair as possible when promoting. At work, managers should provide better training and development opportunities to employees. Managers should try to be as flexible and diverse as possible in their working hours. Spiritual motivation plays an important role in enterprise management, which can set up correct values for employees in thought, so as to stimulate the enthusiasm of employees, and enable employees to give play to imagination and make reasonable innovation.

3.5. Management Model Innovation

In today's increasingly fierce market competition, enterprises should maintain their unique advantages and values in order to stand on their feet, focus on the future and achieve long-term development. Enterprises should integrate the theory of learning organization into practice activities, introduce cultural innovation and knowledge innovation into team management, adhere to the principle of people-oriented work, and summarize the problems existing in the traditional human resource management mode. Managers should optimize and innovate management methods, enhance the main position of employees, mobilize the enthusiasm of employees, and let employees develop in an all-round way.

The personnel responsible for the selection and recruitment of team members should have good personal quality and accomplishment, have good expression skills, observation skills, self-cognition skills, coordination and communication skills as well as professional knowledge and skills, and master relevant human resources selection and recruitment techniques to avoid psychological misunderstandings in the process of selection and recruitment. The recruitment team should have a good combination of abilities on the whole, and should coordinate the proportion of different genders and different ages in the team. In the recruitment team, there should be personnel who are familiar with the knowledge of human resource management and the related business of the selected position; There should be careful and serious personnel, but also rich in friendly personnel.[12] In team management, enterprises should not blindly pay attention to short-term benefits, but should coordinate staff training with enterprise development, and gradually stabilize the good development trend of enterprises on the basis of providing material and spiritual needs for employees. Based on

the theory of learning organization, in optimizing and improving employee team management, enterprises should innovate the concept of employee training, build a learning organizational culture, establish a training management system, and establish a common vision of integration between employees and enterprises. They should not only provide macro-guidance to employees, but also improve training services, and perfect training mechanism to realize the development of employees and enterprises. Therefore, it is of great practical significance for the innovation and development of enterprises to comprehensively promote the team management of the learning organization theory, strengthen the learning consciousness in personnel training, constantly innovate the human resource management mode, and promote the improvement of staff work efficiency.

4. Conclusions

In the process of enterprise modernization development, team management plays a more prominent role, in the management should grasp the key points of team management according to the actual situation, and provide important information for team management. Team management emphasizes organization and organizational commitment, and requires team managers to organize decisions and solve problems according to the nature and ability of members' work, so as to improve organizational productivity and achieve organizational goals. Team management is the use of members' expertise, encouraging members to participate and cooperate with each other, and promoting the development of the organization. First of all, the team manager should be a leader with prestige and personality charm, can give full play to the leading role, improve the level of team management. Secondly, it is necessary to make all employees have a strong spirit of dedication, create higher value in the work, and prioritize the interests of the enterprise in the face of conflicts, highlighting the advantages of modern management. Finally, in team management, team managers should determine common goals and implement work ideas tailored to local conditions. According to the development characteristics of modern enterprises, managers should innovate the existing management model, so that all members can clarify the focus of work, and continue to work in the right direction, highlighting the advantages of modern team management.

No matter what type of organization, when carrying out team management, it must be under the guidance of corresponding concepts or values to form its own unique management methods, management pattern and management ideas, and this kind of long-term cooperation process, the formation of a unique enterprise atmosphere is the key to the sustainable development of the whole team and obtain greater development space. In order to achieve sustainable development, enterprises should pay attention to the effective play of team value, improve the working mechanism, optimize the management mode, comprehensively supervise the whole working process of the team, effectively deal with the problems, improve the ideological cognition of employees, and meet the requirements of corporate strategic development. In a word, every person in an enterprise is not an island, and needs to communicate with other individuals. Instead, each employee forms a team based on a common purpose. The effective team management mode can improve the integration effect of the members. Employees are the source power to promote the development of enterprises. Only by continuously improving the comprehensive quality of employees and strengthening the team cohesion can enterprises achieve sustainable development and upgrading in the increasingly competitive market environment. Therefore, enterprises need to consciously strengthen the attention and research on the management of the new generation of teams, and gradually penetrate the good research results into every detail of human resource management, department organizational structure, and so on, so as to help the stable and sustainable development of enterprises, industries and even China's overall economy and society.

References

- [1] Hershatter A, Epstein M. *Millennials and the world of work: an organization and management perspective*[J]. *Journal of Business and Psychology*, 2010, 25(2): 211–223.
- [2] Martin X, Seo H, Yang J, et al. *Earnings performance targets in annual incentive plans and management earnings guidance*[J]. *The Accounting Review*, 2023, 98(4): 289–319.
- [3] Anonymous. *Study on the enterprise performance communication based on performance management process-all databases*[EB/OL](*[no date]*)[2024–03–21].
- [4] Zhang N, Guo M, Jin C, et al. *Effect of medical researchers' creative performance on scientific misconduct: a moral psychology perspective*[J]. *BMC Medical Ethics*, 2022, 23(1): 137.
- [5] Anonymous. *The influence of channel, flooding, and repair on effective couple conflict communication-all databases*[EB/OL](*[no date]*)[2024–03–30].
- [6] Müller R, Antoni C H. *Individual perceptions of shared mental models of information and communication technology (ict) and virtual team coordination and performance—the moderating role of flexibility in ict use.*[J]. *Group Dynamics: Theory, Research, and Practice*, 2020, 24(3): 186–200.
- [7] Rahmanniyay F, Yu A J, Seif J. *A multi-objective multi-stage stochastic model for project team formation under uncertainty in time requirements*[J]. *Computers & Industrial Engineering*, 2019, 132: 153–165.
- [8] Yin J, Qu M, Li M, et al. *Team leader's conflict management style and team innovation performance in remote r&d teams—with team climate perspective*[J]. *Sustainability*, 2022, 14(17): 10949.
- [9] Gong S, Lyu Q, Wang W. *Impact of chinese corporate social responsibility on purchase intention: insights from traditional chinese culture*[J]. *Social Behavior and Personality: An international Journal*, 2022, 50(3): 99–111.
- [10] Costa P L, Passos A M, Bakker A B. *Direct and contextual influence of team conflict on team resources, team work engagement, and team performance*[J]. *Negotiation and Conflict Management Research*, 2015, 8(4): 211–227.
- [11] Al-Kinani A, Wang C-X, Zhou L, et al. *Optical wireless communication channel measurements and models*[J]. *IEEE Communications Surveys & Tutorials*, 2018, 20(3): 1939–1962.
- [12] Zhang L, Zhang Z. *The effects of incentive mechanism on knowledge management performance in china: the moderating role of knowledge attributes*[J]. *Project Management Journal*, 2014, 45(2): 34–47.