

The Research on the Activation Mechanism of 'Lying Flat' Employees in State-owned Enterprises

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Abstract

The phenomenon of "lying flat" among youth reflects the subjective consciousness of young people in response to the contradiction between the increasing demand for a better life and social issues such as low income, high living costs, and intensified competition. It is characterized by a passive attitude and decadent behavior towards learning, work, and life, including not working, having low desires, consuming less, and not striving, and is expressed through language and symbols via online media, triggering resonance and dissemination among other youth and certain social strata. Based on this phenomenon, this study explores the construction of an integrated training and development model for young employees that combines "points, lines, surfaces, and bodies", focusing on selection, training, evaluation, and utilization. Through a series of measures such as setting clear standards, identifying target groups, creating profiles, implementing refined training, and promoting revitalization, it aims to establish a high-quality mode of activating and revitalizing "silent" young employees, solidify the foundation of talent cultivation, enhance the vitality of talent development, and improve the effectiveness of talent cultivation, thereby providing intellectual support for the high-quality development of the company.

Keywords

Lying Flat Employees; Activation Mechanism; State-owned Enterprises.

1. Introduction

"lying flat" originally referred to being in a supine position, feeling comfortable with oneself. [2]With the acceleration of the social pace of daily life and intensified competition, "lying flat" has been extended to actively lowering desires, calmly accepting social realities, embracing a mindset of living in the moment, not contending or grabbing, and neither humble nor arrogant, primarily manifested as a psychological state of non-resistance and compliance. [3] Young employees, as the inexhaustible driving force for the innovation and development of companies, are crucial for the high-quality development and sustainable operation of the company. Therefore, this study focuses on young employees in the power industry, conducting a systematic inventory of the composition and quality level of the company's young employee team, and coordinating the planning of the "activation and revitalization project" for the development of young employees. It explores ways to stimulate the willingness of young employees to grow and develop, enhance their ability to advance and take initiative, strengthen their development momentum, and accelerate the cultivation of highly skilled and professional young talents. Relying on the growth laws of young talents, it aims to create an atmosphere of learning and striving to surpass, accurately nurture and boost momentum, and help promote growth through the principle of "catching up from behind". With a combination of measures, it

aims to stimulate the development of young talents and support the growth and success of young employees.

2. Organization of the Text

The research aims to strengthen the employee team, focus on the high-quality development of the company, innovate the cultivation and development of young employees, and promote the rejuvenation of young "silent" employees, guided by the goal of surpassing, and growing. It coordinates the overall promotion of the rejuvenation training of young "silent" employees. Specifically, it insists on target-oriented leadership and constructs an integrated training system for young "silent" employees. The "core" is to adhere to the core goal and requirements of the rejuvenation training and development of young "silent" employees, establish a training system and work mode that is driven by precise "talent selection," refined "talent nurturing," and lean "talent development," providing a blueprint and guidance for the integrated rejuvenation and activation of young "silent" employees. It promotes the company's establishment of a high-quality rejuvenation mode for young "silent" employees, solidifies the foundation for "talent selection," enhances the vitality of "talent nurturing," improves the effectiveness of "talent development," and provides a guarantee of young talents for the high-quality development of the company.

3. Key Practices

3.1. Establishing Standards

Conduct real cause research to identify the reasons behind the "silence." Based on the problems such as insufficient development momentum and inconsistency between job promotion and organizational development expectations, various forms of research are conducted to investigate and analyze the problems existing in the cultivation and development of young employees. By using brainstorming, aggregation analysis, expert discussions, etc., the true causes behind the phenomenon of young "silence" are identified, laying the foundation for subsequent targeted measures.

Incorporate scientific analysis to explore growth factors. In the practice of work, integrate scientific management and classical theories of organizational behavior to analyze the subjective and objective factors affecting the growth and development of young employees, scientifically support the targeted cultivation of young "silent" employees. The growth of employees' job promotion is mainly affected by the superposition of individual subjective reasons and organizational objective factors. The intrinsic factors of individuals are mainly factors such as work recognition, growth opportunities, and work interests, while the extrinsic factors of organizations mainly manifest as factors such as welfare benefits and working environment. Based on scientific analysis, a consensus is reached to develop a work strategy centered on developing an effective training system, using appropriate incentive methods, and reducing the gap in rights through job matching, to promote rejuvenation.

Inductive deduction definition, deconstructing standards. With the rejuvenation training goals of young employees as the core, adhere to the working orientation of starting from the end, through research interviews, literature research, expert discussions, inductive deduction, conceptual verification, and definition revision, based on the assessment of young "silent" employees' performance contributions, quality capabilities, and growth rates, combined with the exploration of the real causes of "silence," a reference basis is provided for the establishment of evaluation and screening criteria for young "silent" employees. Based on the research and analysis of factors affecting the comprehensive growth and development of

employees' abilities, a definition is refined to pave the way for precise selection and cultivation of young "silent" employees.

3.2. Profiling and Identifying Groups

Multidimensional evaluation supports effective selection. Combined with the evaluation and screening criteria for young "silent" employees, adhere to the principles of "stratified classification" and "scientific evaluation," and use a combination of qualitative and quantitative analyses to conduct multidimensional evaluations through methods such as vocational personality assessments, 360 evaluations, performance assessments, and performance evidence evaluations. This aims to distinguish between "active" and "silent" employees and "passive" and "silent" employees, achieve accurate identification, and efficiently identify 3-5 "silent" employees with potential for development, laying the foundation for the development of individual selection and cultivation-driven typical group training. By analyzing individual "silent" employees, the changes in human capital are further analyzed, and by evaluating and analyzing the attitudes, abilities, and performance contributions of employees, a "three-dimensional and multi-zone" profile model is constructed.

Drawing precise portraits to identify recipients. Combining in-depth analysis of human capital structure elements and using the "three-dimensional and multi-zone" portrait model, the human capital of young employees is roughly divided into three categories: promotion type, matching type, and reduction type. The promotion type human capital consists mostly of "silent" employees with outstanding performance, high levels of management or professional capabilities, and strong development potential, who are highly autonomous and energetic and tend to engage in creative work with high managerial or technical content. These employees have a strong desire for self-value realization and emphasize self-guidance in their work. The salary level for these employees is relatively high, and there is limited space for universal material incentives. The matching type human capital generally completes job tasks and performance goals as required, has a desire for achievement but lacks clear goals and path planning for personal development. Their personal abilities are not fully stimulated, so the organization needs to continuously train and develop employee value through goal guidance, process management, and result incentives. The reduction type human capital, considering objective environment and organizational factors, refers not to employees with low job abilities and passive work attitudes, but to employees who have not fully demonstrated their performance in their current positions, resulting in reduced human capital value due to imbalanced personnel allocation. Based on comprehensive analysis and consideration, the focus is placed on the second type of matching human capital, namely, employees distributed in the lower-left corners ① and ② of the three-dimensional multi-zone structure with small correlations of excluded elements. They are identified as "silent" employee targets for key cultivation, and combined with the portrait model, precise portraits are drawn to gradually realize labeled and clear training.

3.3. Precise Implementation of Training and Nurturing for Advancement

Connecting training plans and implementing youth training. In the cultivation and development of young employees, after establishing standards, profiling, and identifying groups of young "silent" employees, a solid foundation is laid for opening up a "new path" for the cultivation and development of young employees by planning customized "additional training" and "positioning training" in depth. Firstly, connecting and solidifying the company's new employee and youth employee training plans, laying a solid foundation for "standard menu-style" training. Firstly, construct a five-stage entry training system for new employees, implement precise training through "top-down linkage, professional collaboration, online and offline integration," actively carry out new employee induction education, rotation internships, fixed internships, and certified on-the-job training, establish a quantitative evaluation mechanism, connect with

outstanding youth talent selection, and accelerate the cultivation of high-quality professional young talents. Secondly, carry out the selection and promotion of outstanding young employees (initial selection + dynamic selection), and promote tiered training, implement "sailing," "escorting," and "far sailing" training plans for young employees within 1 year of employment, 2-5 years, and 6 years or more, respectively, providing comprehensive and multi-stage training for them. Thirdly, optimize and smooth the employee rank system, formulate and implement the latest six-to-three-level employee appointment qualifications based on the standards of "professional technical qualifications or skill levels + education + performance." At the same time, adhere to the orientation of "innovation, entrepreneurship, and creation," promote the company's young talent nurturing project, focus on selecting and cultivating a group of young talents with strong theoretical foundation, innovative consciousness, and great development potential, and comprehensively build a high-quality professional young talent team.

Innovating training forms and deepening training strategies. Based on the training methods already implemented for young employees, and according to the characteristics and needs of young "silent" employees, continuously innovate training methods and deepen training strategies. Firstly, organize "Youth Development Forums" training activities to actively guide employees to improve their work consciousness, maintain development goals and plans, and change the original situation of "letting me grow" to "I want to grow." Secondly, based on the investigation of training methods favored by young employees, further innovate "case teaching" practices and carry out "case teaching" based on flipped classrooms to achieve the effect of bringing questions, and taking answers away. Thirdly, embed the "learning and reflection" training strategy, activate the role of "mentorship," strengthen practical skills training for technical "silent" employees through the "I speak, you listen; you speak, I listen; I do, you watch; you do, I correct" method, and help improve their work capabilities.

Strengthening career navigation and enhancing positioning training. Introduce a scientific and reasonable promotion channel relationship model, continuously strengthen career counseling and navigation guidance, and implement positioning training-related measures to promote the advancement of young "silent" employees. Firstly, set development goals and conduct layered classification for career guidance. Based on career tests, performance appraisals, 360 evaluations, etc., conduct in-depth analysis of "silent" employees' abilities, qualities, and performance contributions from three dimensions: job (quality), ability, and performance, guide employees to establish a career development perspective, clarify their own development paths, goals, and success criteria, and provide guidance for their future career growth. Emphasize the systematic and interactive nature of career development guidance, select young employees who excel in performance goals for management positions, strengthen their ability goals, and plan for position and ability enhancement, aiming to achieve cross-level development. For personnel on the staff channel, implement measures such as rotation in similar professional positions, rotation in similar professional positions, and transfers to positions with similar professional positions, actively expanding the width of development. For technical expert personnel, highlight the guiding role of abilities and achievements, consciously promote qualification and skill level upgrades, and improve work quality and effectiveness. Secondly, accurately locate shortcomings and tailor training plans. To meet the focus of young "silent" employees on self-development and value enhancement, fully apply evaluation results, implement customized training, and conduct "one-to-one" and "one-to-many" training activities. Analyze the differences and shortcomings in the abilities and qualities of "silent" employees from the three dimensions of job (quality), ability, and performance, and provide supplementary courses for those who lack knowledge and skills in their positions, skill enhancement for those whose abilities do not meet requirements, and guidance on concepts for those with insufficient work motivation, customized training packages are created to cover various types of employees. Implement training trace management, establish training files for

"silent" employees, strengthen training tracking, compare employee abilities, performance, and suitability before and after training, and continuously improve.

Thirdly, focus on process management and conduct performance health checks, implement progressive assessment models. Systematically apply the evaluation and screening criteria for young "silent" employees, conduct performance health checks and diagnoses from the dimensions of willingness, ability, and performance, compare assessment results with planned goals, discover shortcomings, and implement "counseling-style conversations" to dynamically adjust training strategies and implement performance health checks. Explore and implement progressive assessments for young employees who have not met standards, set buffer periods, and if they still do not meet standards after the buffer period, implement step-by-step demotions and trial transfers, promote the classification and advanced positioning training of young "silent" employees.

4. Major Achievements

The project development focuses on the issues of some young employees' lack of development momentum and weak growth, as well as the lack of alignment between professional positions and organizational development. Through multiple measures and joint management, by establishing standards, optimizing mechanisms, planning customized solutions, allocating resources, and refining training, the comprehensive ability and composite ability of young employees are improved, and the development momentum and vitality of young employees are stimulated. The willingness of young employees to learn and grow becomes stronger and more proactive in seeking organizational resource support, changing the situation of "letting me grow" to "I want to grow." At the same time, the potential of young employees to strive for excellence is further released, and young employees effectively transform their learning achievements into precise efforts and problem-solving thinking patterns, into innovative exploration and overcoming difficulties, and into practical actions in performing their duties and doing well in professional work. There is a clear upward trend in performance appraisals, thesis and scientific innovation achievements, rankings in professional competitions, professional technical qualification certifications, and evaluations of vocational skills, demonstrating significant improvement and enhancement. Several employees who were originally lacking in development have successfully applied for promotion or transferred positions. The project development and implementation have achieved the goal of continuously improving the overall comprehensive ability of young employees.

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