

# How to Save the "Unhappiness" of Functional Personnel

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## Abstract

**It is a special group that is not directly related to performance in enterprises, but it is of great significance to enterprises. How to motivate functional personnel is also a real problem that puzzles many enterprises at present. Therefore, this paper analyzes the causes of the "unhappy" state of functional personnel, and puts forward corresponding countermeasures to encourage these people to give full play to their individual initiative and take the initiative to create more value for enterprises.**

## Keywords

**Functional personnel; Salary; Value embodiment; Collaborative creation.**

## 1. INTRODUCTION

Today, many enterprises are struggling for their own growth, of course, the salesmen of the submachine make a crucial contribution to the success, but we should also see another part of the hero-functional personnel, who are behind the "spotlight", and they should also have half of the "military medals". Because behind every brilliant sales performance, there are a large number of functional personnel who pay a lot in silence to support the overall sales of the enterprise.

In fact, whether it's all kinds of ranking of the overall evaluation of enterprise, or the enterprise staff performance evaluation, enterprise scale and sales staff's performance often will be hit the headlines, but for the contribution of functional staff are easy to be ignored, thus generating the emotion of the "I'm not happy". If this unhappy is not solved, continue for a long time will affect the performance of the enterprise growth, so this topic is worth attention to functional staff and care about them. Functional staff mentioned in this paper refers to the linked to sales are not directly, such as human resources, financial, administrative and production staff, as well as research and development or technical staff who should be paid attention to but ignored, should also be on the company's honor roll. To solve the problem of unhappy functionaries, it is necessary to understand their difficulties with heart.

## 2. WHY FUNCTIONARIES ARE "UNHAPPY"

### 2.1. Dissatisfaction With Salary

Sales people earn more overall, with more performance rewards than base salaries, and there is no ceiling. As long as you can create better sales performance, you can get higher income, so the income of sales staff has a larger upward space. On the contrary, the income of functional personnel is relatively stable and mainly based on basic salary. At the same time, the basic salary of some enterprises is relatively low. Therefore, when we compare the same excellent employees, the bonus of sales staff accounts for the majority of the income, while the basic salary accounts for less, while the bonus of functional staff also accounts for the proportion of

the income, but it is mainly the basic salary. However, the basic salaries of functional staff and sales staff are similar.

Therefore, according to the two-factor theory, the income of functional personnel is more as a health care factor to ensure that employees are not dissatisfied, and it is difficult to produce satisfactory emotions, so it is more difficult to achieve the incentive effect, which is also the cause of functional personnel "unhappy". In addition, such income arrangements for functional staff may also have a drawback: it is more prone to the phenomenon of "eating from the same big pot". Because everyone's income is the same as doing more or less, employees cannot be stimulated to give full play to their individual initiative, actively create more value, and thus improve company performance. Instead, it is more of a passive acceptance or even a numb state of being satisfied with the status quo, which is more terrible than "unhappy".

## **2.2. The Value Is Not Reflected**

In many companies, the company's marketing department tends to be "Most valued", like the palace's favored love princess, by contrast, some functional staff seemed to be in "limbo", especially some enterprises with more branches, distant distance headquarters branch sales staff performance is visible, but for the service functions of staff performance, enterprise may not see it, this will directly lead to the value of disapproval and embodiment of "limbo". At this time, no matter how much and how good the work they do, it is actually not given enough attention and no one is sure of the value of their work. Over time, functional staff enthusiasm will decline.

Of course, the reason why the value of functional personnel has not been reflected is not only due to subjective negligence, but also related to the way of their value presentation. The value of sales staff can be directly reflected and affirmed through performance, while the work done by functional staff is difficult to quantify, trivial and miscellaneous, and cannot directly create value. If not, in the long run, even the functioners themselves will feel lost, not knowing where they are doing well or not, not finding the value and meaning of what they are doing.

Having identified these two reasons, we can understand why functionaries are "unhappy". When the income is low and egalitarian, their own value can not be reflected, functional staff of course will be "unhappy", and naturally can not take the initiative to work. To make matters worse, there will be conflicts with front-line sales staff, who are supposed to give power to sales, but eventually cause internal energy consumption, which is very costly for the company. Therefore, while we attach great importance to the market hero, we should also pay attention to the behind-the-scenes hero, to save the functional staff "unhappy", let them happy to work together with sales staff.

## **3. MEASURES TO SAVE FUNCTIONARIES FROM BEING "UNHAPPY"**

So, how to save the "unhappy" functionaries and improve the status quo? The following might be worth a try.

### **3.1. Wages Have Risen Steadily**

Have to admit, functional personnel and sales personnel in the income structure is different. No matter how to make structural adjustment, sales performance reward accounts for the majority of sales staff's income composition, while functional staff do rely more on the basic salary, which means that enterprises should consider appropriate increase in the basic salary of functional staff. For example, for functional staff and sales staff at the same level, the basic salary of functional staff can be slightly higher, and should be constantly improved with the growth of the enterprise, so that they can feel that their growth is closely related to the growth of the enterprise, and get their own value reflected. However, the higher the salary, the better,

but to set a reasonable amount, leave room for growth, as slowly as possible. Because in case of poor business performance, it may be difficult to increase wages. At this time, such non-increase will lead to dissatisfaction and insecurity among employees, especially functional staff. Therefore, as for the salary of functional staff, it should be high but leave some leeway and rise steadily, so as to solve the problem of staff's dissatisfaction with salary, provide them with a sense of security and play an incentive effect to help them get out of the "unhappy" state.

### 3.2. "Merit" Guidance

Of course, a person's income must come from their value contribution. So we're not just talking about giving our employees a raise, and we're not giving them a raise for the sake of it, but we're directing them to do value creation. However, special attention should be paid to: to do the "merit" rather than "hard work" to guide employees.

"Hard work" guidance is to advocate hard work, a person as long as the hard work should be rewarded. Of course, the thinking guided by "merit" is not to deny hard work, but to pay more attention to the value created by hard work, which is the fundamental difference between the two. The "hard work" mentality creates the illusion that if I work hard enough, the organization will reward me. This not only violates the original intention of enterprises to reward "hard work", but also leads to a vicious circle. For example, in an enterprise, if employees simply affirm working overtime, they will get overtime pay as long as they work overtime. In this way, employees may work overtime for the sake of working overtime, which not only leads to low efficiency, but also increases working hours, thus causing a burden on employees, resulting in their hard work and "unhappiness". What's more, these people don't actually feel the value sharing and happiness brought by the performance improvement.

"Merit" guidance is to encourage employees to really do the work of value creation, so as to get rewards and develop a virtuous circle. To complete the transformation of functional personnel from "hard work" guidance to "merit" guidance, and realize their value creation, the following four ways of "merit" guidance can be adopted:

### 3.3. Affirm Their Value

In fact, according to Michael porter's value chain theory, any individual in any department of an enterprise contributes to the creation of consumer value. But because functional personnel do not directly produce performance, functional personnel in the enterprise is less spotlight. Most of the reasons why functional staff are "unhappy" are precisely because their own value is not recognized, they feel that their work is not valued and their status in the enterprise is relatively low. Therefore, it is important to explore the value created by functional personnel in the value chain, so that their value can be illuminated rather than buried.

Therefore, certain measures should be taken to affirm functional personnel from the value, enhance their sense of honor and sense of achievement, including: 1) honor and reward affirmation, award "excellent staff", "top ten staff" and other honorary titles, and promote in the internal network of the enterprise, and give corresponding bonuses; 2) increase participation, give excellent employees more opportunities to understand and participate in corporate decisions. Such participation itself is a great affirmation for them, and makes them feel their brightness has been improved; 3) authorization and support: give full authorization to employees according to task requirements, let them manage themselves, provide necessary support, stimulate their sense of responsibility and mission, and more importantly, let them have a sense of accomplishment.

### 3.4. Function Optimization

Enterprises should clarify functional departments from the structure, optimize functions, improve efficiency and create greater value. Functional optimization is mainly targeted at the

following three levels of deficiencies: 1) the functional departments are incapable of performing their own work, so they need to improve the working ability of functional staff through training or recruitment of new staff to assist them; 2) excessive number of functional departments, that is, repeated design of functional departments. For example, if there are too many people in the same functional department, the functional departments should be streamlined or the work content of functional personnel should be enriched, so that functional personnel can assume more responsibilities and create new value; 3) decentralized functional departments. For example, enterprise A has established r&d departments in different regions, which leads to weak r&d forces. Therefore, it is necessary to integrate the resources of functional departments to create better value. Through these three levels of adjustment, change the concept of functional personnel, finally let everyone realize: the work of functional departments is not only to do the work of investment, but also pay attention to the effect of investment. It is a good functional department to give everyone the opportunity to show their performance, not to measure the current number of people or workload, but to judge the value created.

### 3.5. Collaborative Creation

Functional departments mainly focus on their own work. Even if functional departments optimize their functions, the value created is still not obvious, which may be due to the collaborative creation between departments. The collaboration mainly includes two aspects: first, the collaboration among functional departments to build a platform for functional collaboration, covering departments that are not directly linked to performance, such as human resources, finance, administration and production; Second, the synergy between the functional collaboration platform and the core business departments can contribute the value of functional personnel with the power of synergy. If these two aspects of synergy can be achieved, the overall luster of functional personnel will be emitted because of the power of collaborative creation, so that everyone can feel: through collaboration, you can create "merit"; without synergy, "merit" cannot be created, and a large amount of effort will only become "hard work". So as to encourage more active collaborative creation among functional departments and between functional departments and core departments, forming a virtuous circle and creating more value for enterprises.

### 3.6. Help Them Grow

The last "merit" guide is to help employees grow, mainly includes two aspects: one is to adjust the employee's cognition, enterprises should desire to stimulate growth, guide staff for cognitive growth, is a sign of staff growth not do much work, but how much how much value creation, establishment of the "merit"; Second, enterprises should adjust their cognition. Enterprises should not only pursue their own growth, for example, they should only care about whether they can become top 500 enterprises in the world, but also pay attention to the growth of employees. The enterprise helps employees to grow and meet their career development needs. The growth of employees further promotes the growth of the enterprise. The improvement of employees' personal ability drives the overall improvement of the company and improves the core competitiveness of the enterprise. So as to achieve a good cycle of mutual promotion and "win-win" between enterprises and employees.

The growth of employees must be reflected in their personal performance. In order to improve their personal performance, especially for functional personnel who are not easy to reflect their personal performance, the company should make clear the criteria for performance assessment and promotion, and provide corresponding resource support and incentive measures to guide the growth of employees. When functional personnel grow and create a "merit", they will be happy with the "merit", rather than unhappy because of "hard work". For example, the employee development plan of Delphi automotive systems company is: "create

conditions to promote the growth of employees, thus promoting the growth of the company". It breaks through the traditional mode of promoting talents, and finds out the strengths and weaknesses through the evaluation of employees' abilities, and designs the development trend for them according to their personality, interests and strengths, and adopts corresponding training to make them maximize their strengths and avoid their weaknesses, so as to realize their own value to the greatest extent and gain the power of self-realization.

Finally, it is indeed worth reflecting that the results of "hard work" guidance must be harder for employees, while the results of "merit" guidance must be that employees are more eager to make contributions. At this time, if understand this fundamental truth, whether sales staff, or functional staff, do not have to worry about them "unhappy".

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