Potential Management Rules: Creating, Changing and Its Mutual Influence on Enterprise Employees’ Behavior

Bang-Jun WANG\textsuperscript{1,a,*}, Wen YAO\textsuperscript{1,b}

\textsuperscript{1}School of Management, China University of Mining & Technology, Xuzhou, China, 221116
\textsuperscript{a}wbjun@126.com, \textsuperscript{b}yaowen3009@163.com

*Corresponding author

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Abstract. Potential management rules, as in the spontaneous formation of business process management activities, which followed by the enterprise employees that do not need outside intervention authority and organizational behavior and norms, and it has become a basic criteria that business manages its internal affairs and deals with its interpersonal relationship. Based on defining of the concept and synthesis of research studies, this paper has analyzed its producing, evolution and the impacting on employee behavior of potential management rule at length. Firstly, it has analyzed the behavior-oriented potential management rule behavior caused by the employee and the mutual influence between the two. Further, it has analyzed the changes and its impact on employee behavior of potential management rule. As a rational individual, an employee, highlighting to change the rules in the potential loss or reduction during the search for profitable opportunities, will continue to adjust its behavior to adapt to the change. Finally, the emphasis in the management process, enterprises will only highlight the value of staff recognition and behavior integrated into a unified value system and code of conduct, forming a unique management model to manage benign management of the potential management rule to promote the healthy development of enterprises.

Introduction

Potential management rules, as in the spontaneous formation of business process management activities, refer to which followed by the enterprise employees that do not need outside intervention authority and organizational behavior and norms, including values, cultural tradition, moral ethics, ideology, and so on. Dentally, in the spontaneous formation of business process management activities, compared to the formal rules, potential management rules are behavior pattern, which followed by the enterprise employees, expressing through intuitive understanding, not verbal instruction.

The business potential management rules is not only the enterprise interior objective existence, organization system own inherent rule, but also a most ingrained composition in the enterprise culture, it is a basic criteria that a business manages its internal affairs and deals with its interpersonal relationship. As a result of the potential management rules’ appearance, people transform their understanding of the business management essence from the rigid method rule into the artistic skill which includes rigid and soft ways. According to the potential management rules’ request, to the enterprise in person's mode of administration should be the potential management rules restraint, the cultural subtle suggestion and the spirit of enterprise impel. Future superintendent cannot only rely on the management tools and rules, but also need more and more penetrate to the business management artistic stratification plane strengthens the soft management, like work style, concept, custom, convention as well as shared vision and so on, in the management processes, integrating all staff's value identity and the code of conduct to form the management pattern which is characteristic, impetus enterprise's long-term development by potential management rules.
The Analysis of Relationship between PMR and the Enterprise Employees’ Behavior

Human's behavior is initiated by the motivation, the enterprise employees’ behavior is also precisely one kind of intrinsic motive external attribute in specific enterprise environment. But the enterprise employees ' behavior, locating with the environment limit, not only inside purely, but also at the same time receive exterior influence of its locating environment which decided by its innermost feelings' motive factor, management formal rules is precisely this exterior restraint. The management formal rules affect staff's behavior by the rigid restraint, displaying the clear instructions of rewards and punishment.

PMR which Produced from the Enterprise Employees’ Behavior

In the business, especially in eastern organization, employee’s behavior is regulated seemingly by managerial formal rules (MFR). However, according to individual rationality, its behavior is actuated by potential management rule (PMR). These potential management rules are not a community's behavior from the very beginning, but stem from individual behavior, when specially management formal rules have the conflict as well as regarding the enterprise staff’s restraint with its subjective judgment and the behavior meeting the barrier of the enterprise environment and the disturbance, not satisfying its innermost feelings need, germinal as the atonement produces from this gradually make ups.

![Diagram](image)

Figure 1. The potential management rules (PMR) initiated by the employees’ behavior.

The single staff's individual needs take the beginning of which the single management potential rules producing, when the staff’s needs stimulate the motivation of action, he will attempt each way to satisfy this kind of innermost needs, but if this kind of attempt behavior contradicts to the enterprise formal rules, the formal rules will have the impediment function on. The individual will go around this kind of impediment to try every kind of ways to meet the need, if some attempt behavior succeeded exactly in solving this problem, this behavior would become the individual knowledge source through the practice study, and it centralized first choice stored up in his memory storehouse, when meeting same or similar scene followed in the memory. This kind of study imitation effect of single individual will similarly manifest on others, and this behavior enables to become in this community one kind of perspective knowledge, and will produce gradually and grow up to an item of potential rules.

Influence of PMR on Enterprise Employees’ Behavior Guidance

Similarly the achievement already existed in the management potential rules will also have the influence regarding the enterprise staff's behavior. This kind of influence mainly manifests in that whether there is uniformity between the management potential rules and the individual behavior.
goal guidance. Before acting some behavior, the individual must carry on the decision-making and the judgment identically on whether there is uniformity between this behavior goal guidance and the management potential rules, if does, then they will make this kind of choice identically, otherwise, they will adjust their behavior, in order to uniform with the management potential rules, specific as shown in Fig. 2:

![Figure 2: Influence of PMR on staffs’ behavior goal guidance.](image)

The Mutual Influence between the MPR and Enterprise Employees’ Behavior

The single staff’s attempt behavior expands gradually to the frequent behavior, and has carried on the diffusion and propagation in the enterprise, but not by formal behavior, namely through individual by informal channel propagation; On the other hand we study on the management potential rules’ influence on employees’ behavior, this kind of influence manifest that if employees’ behavior consistent with the management potential rules' request, it will have the positive forward, if not, inhibition displays, manifesting as one kind to concealed distinguish different from formal rules imperative mood.

![Figure 3: The interactive relations between employees’ behavior and PMR.](image)

Management potential rules’ positive and negative incentive function on staffs’ behavior acts precisely through the control in the positive and negative feedback, when it’s positive, the management potential rules will encourage this behavior, causing build-up effect, meanwhile the management potential rules reinforce gradually their own in this kind of accumulation; When the negative feedback occurs, it will weaken staff’s behavior frequency, becoming one kind of important factor influencing the staffs’ behavior into to guidance.

Changing of PMR and Its Influence on Enterprise Employees’ Behavior

The management potential rules have manifested the perspective knowledge and which is the enterprise staffs accumulate, temporarily and limited individual and others’ knowledge. Its appearance, in fact is the process which is gradually forming the common knowledge of behavior rules, during the individual following and learning, the exact manner studying the way includes the rote learning, the imitation, the creativity to solve the problem specifically, canniness and hitting upon and so on. The management potential rules are also the effective behavior way which is the result over others that the doer approves subjectively in other low efficiency even invalid behavior way, is the result of heaps of times trying wrong. This kind of unceasing trial mistake process, on the one hand is the process staff adjusting own behavior to the management potential rules, is also the efficient cause each kind of different attempt behavior act on the management potential rules changing.
Hayek (1967) believed that the social evolution is the unconscious product in the cultural process of social choice, disseminating, studying behavior rule and duplicating. Group who adapt better to the environmental community dominate in the society, in fact it propagandizes a more superior rule unconsciously, leading the way, imitated by other action parts or communities, and diffusing widely. The diffusion order (market system) is the spontaneous. The evolution system is not the pure rationality (does not give a thought to the result of completely experience) design, also not the result of chooses in the known system foundation, but is the result of open system competitive process. The more spontaneity order conformed to the rule wait to be discovered, instead of being created desirably. The effective system is inevitably the discovery unconsciousness result through the trial wrong process, in the trial wrong process; only by this way may the knowledge of choices be achieved. Regularly the choice is completed in a situation that lack of the selective rule knowledge. Therefore, the compatible standard of the rule evolution can only be feasible, but is not most superior. The process that system appears is similar to the innovation process; the effective plan gradually becomes the social system through the choice mechanism and other peoples’ imitation (Gloria-Palermo, 1999; Hayek, 2003). These system followers will seek the rational choice in the changing process, forming the contact balance through each other theory.

**The PMR Changing Process and Its Characteristics**

We can use Fig. 4 to indicate the management potential rules’ changing process:

![Figure 4. PMR’ changing process.](image)

The management potential rules change gradually under the enterprise internal crisis as well as the exterior surges, the original management potential rules evolve gradually to the new one, the primary cause is the influence between enterprise members’ interaction. The enterprise employees as social members, are unable not to be affected by the social morality, ethics and the values which are also changing, so we can only change the potential rules which originally from its behavior to adapt this kind of exterior change. At the same time, regarding a great modern enterprise which is of great liquidity, the new staff joining unceasingly conflicts with the senior staffs’ inherent idea will similarly initiate the original management potential rules changing.

In the changing process of the management potential rules, the majority of management potential rules are at the same time inheriting from the prevention management potential rules system, based on the linear relations; On the other hand it is a sudden change the enterprise management potential rules have in the significant transformation process faced with surges, non-linear relations. The basic characteristic in some enterprises management potential rules, will change when the changes of individual management potential rules accumulates to a critical point, inside there is one process from the quantitative to the qualitative change. Therefore the changing process of the management potential rules is similar to one kind of evolution process.

**The Influence of the PMR Changing on Employees’ Behavior**

Since the employees’ behavior interaction as well as the influence has initiated the management potential rules changing in the enterprise. To members who defend stubbornly the original potential
rules and become aware of the changing slowly, they will feel that the inherent behavior pattern is under surges, with the expected benefit dispossessed. In order to make up the lose and obtain the benefit which brought by the management potential rules changing, new potential rules will be created, and diffuse gradually in the enterprise, leading and affecting the choice of staffs’ behavior strategy. This is also a process of positive feedback.

As the enterprise management potential rules consist of the originals and the new management potential rules, and many potential rules are close related, an imbalance in a specific potential rule of the enterprise staffs’ behavior means that the entire potential rules system is imbalanced. Simultaneously some specific management potential rules change, causing the staff s’ behavior strategy arrangement changing to adapt to the imbalance. If the individual's rationality is completely rational, and this kind of potential rules’ changes do not require time and expense, when the enterprise staffs’ behavior makes reaction in this imbalanced potential rules system, one kind of balanced structure immediately will directly change to another kind of balanced structure. However, the individual rationality is limited, it has surpassed the knowledge scope of individual ability to comprehend all potential rules changing and simultaneously design all the best behavior strategy arrangement, therefore the individual's behavior can only be an individual and partial superior choice, but not the most superior arrangement of overall situation.

And individuals who have different functions of different experience in the potential rules, is also different on the imbalanced degree and the reason sensation, he will seek different ways of division on changing benefit. To make a set of new behavior rules be accepted and used, individual needs to find out gradually in the behavior and obtain consistently. Therefore, when there is imbalance, the potential rules changing process most possibly occurs from the original potential rules system, and can only pass to other institutional arrangements gradually. This kind of changing process takes place in a historical defined potential rules, and takes this present system as the initial condition. Moreover when enterprise is facing the exterior great surges and the environmental uncertainty, it is of big sensitivity to this kind of original value. For example: In an enterprise the staffs’ liquidity is greater, the speed of changing of the potential rules is also higher. The higher liquidity will make staffs be easier to give up the originals and accept the new management potential rules in enterprise. This may explain why enterprise's values and ethics are generally changing in competitive market economy unceasingly, but actually settle in the traditional economy. And the staff new joined in the enterprise possibly becomes the motivation of the management potential rules changing compared with the old ones, producing so-called the generation gap between the new and senior staff regarding the management potential rules.

**Conclusions**

The harmonious degree of enterprise development should also include the harmony between the management formal rules and the management potential rules. As glorious as China which has a long history and cultural traditions, the more management formal rules are from the overseas, but inherited down from the past management potential rules and other customs, the convention and social morals could without doubt have the contradiction with the artificial design or the introduction formal rules, through the research of the potential rules might treat and solve these problems correctly. With transforming and changing gradually the ingrained bad management potential rules, it will adapt to the enterprise's goal.

Therefore, future superintendent cannot only rely on the management tool and the system, but also need more and more penetrate to the business management artistic stratification plane strengthening the soft management, like the attitude, the idea, the custom, the convention, the shared vision and so on, conforming all staffs’ value approval and the behavior way to the conform value system and the standard of conduct in the management process, to form a management pattern which is characteristic, pushing forward the enterprise's healthy development by benign management potential rules.
References


