Study on the transmission path of factors affecting employee slackness based on the ISM-MICMAC model

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Abstract. In the actual work of enterprises, employees will appear slack at different times. How to strengthen and motivate the enterprise employees to work is the critical content about which every enterprise manager should think. In this paper, using (ISM-MICMAC) model, with the aid of the computer, the causes of influencing employees' slackness with the complex structure of unclear relationships are analyzed, and a system of 3 influencing slackness indicators is constructed from 11 aspects. Using the construction of the path provincial conduction diagram, the role and position of each influencing factor in the system are clarified, and the driving force and dependence of each influencing factor are calculated. The cross-influence matrix is used to quantify the driving factors. The results show that the dependency, linkage, and independent elements are the three main factors affecting employee slackness's conduction path. This paper studies the causes affecting employee slackness, which can help managers clarify the influence path of employee slackness factors in enterprise management, mobilize employees' work motivation, and hopefully enlighten enterprise managers.

Keywords: slackness; ISM-MICMAC; transmission pathway; employees.

1. Introduction

In recent years, with urbanization, the demand in the urban labor market has gradually increased. As an important part of labor-intensive industries, the human resources of retail and manufacturing industries mainly consist of many laborers. Hence, the productivity of employees directly affects the profitability of enterprises. Moreover, with the improvement of social and economic levels and the development of human resources and organizational management systems, employees in enterprises pay more attention to the welfare treatment and future development prospects of enterprises. There are problems such as low work motivation and slackness and laziness of employees in some enterprises. If staff work motivation is relatively good, the development of the enterprise's work will be completed with high efficiency and high quality [1]. Modern enterprise competition has changed from the previous competition for resources to talent competition. The enterprises, which want to have a place in the fierce market competition, need to focus on how to strengthen the motivation of enterprise employees to work, to achieve sustainable development of enterprises to input a constant source of power.

It is significant to understand the reasons behind the slackness of the staff. Enterprises want better development, so they must maintain the staff's mood. Grassroots staff is the most critical force in the production of enterprises. Literally speaking, grassroots employees are the lowest-level employees in the enterprise, and they are the foundation of the enterprise. Therefore, it is important to mobilize the motivation of the grassroots staff. Liu Pingyi (2021) studied that the motivation of the employees in institutions is directly related to the efficiency of production completion. In terms of the current status of the enterprise, mobilizing the motivation of the grassroots employees can complete the work more efficiently. The higher the motivation of the employees, the higher the quality and speed of completion [2]. Li (2021) found in his study of the impact of human nature on management that

problems in the lives of corporate employees can have an impact on their work emotions. Corporate employees have their own families, and they will inevitably encounter many other problems that bother them more in their lives, including housing and children's schooling problems, etc. These problems exist as a boulder in the chest of employees, resulting in a more depressed mood for enterprise employees. Some employees with poor self-control are irritable and prone to anger. The bad mood in the workplace will not only affect the work efficiency and quality of work, but also pose a certain threat to your own work safety. They will be distracted in their work, affecting the overall effectiveness of the operation of the enterprise. Moreover, the self-cognitive ability of enterprise employees is poor, and many enterprise employees focus more on the surface of the problem in the process of dealing with bad problems, which can only solve the problem for a time, but can not cure the problem at the root [3]. The thought is not comprehensive and detailed enough, and there is even a situation of shirking responsibility and covering up the problem. These situations arise because employees have poor self-awareness and are not aware of the duties and obligations they should have for the company's development. Although the above studies have considered the influence of different factors on employee slacking factors and have also thought from a system perspective, personnel slacking factors are often hierarchical, so analysis at the system level will be very effective.

In this paper, through surveys and inquiries from previous literature on more than ten causes of employee slackness, the ISM model is used to classify the causes of employee slackness and hierarchize the causes of slackness to find the real reasons for employee slackness. Subsequently, the MICMAC model was constructed to analyze the influence and dependency relationship among the factors in the system, hoping to enlighten the relevant personnel. The research of this paper excavates the factor system affecting employees' slack, constructs a hierarchical network, and deeply excavates the logic affecting employees' interlayer transmission, thus providing certain suggestions and references for company managers, as well as providing certain guidance for research on the factors and influencing mechanisms of employee slackness.

2. Indicator system construction

2.1 Employee subjective reasons

Lack of common vision among employees (S1). In many business organizations, the interests between business operators, middle managers and ordinary employees of the enterprise are sometimes contradictory, such as work intensity, work wage standard, work promotion system, work environment conditions, work flexibility and so on. The enterprise employees hope that their work treatment is as high as possible, and they have a minimum expectation of their salary. In contrast, the business operators hope that the labor cost paid by the enterprise is as low as possible. They also have a maximum expectation of the labor cost paid by the enterprise. [4]

Negative employee attitudes (S2). Some employees in the enterprise will slack off at the beginning of the work, and think that it is good to finish the task when they return to work for the second time, because most of the employees in the enterprise will make some improvement suggestions after completing the task for the first time and submitting it.. Therefore, the employees are ready to fail at the beginning, and they will seek reasons for themselves after the task fails. No matter what reasons the employees find for themselves and what reasons they defend, the existence of negative slack will significantly reduce the overall efficiency of enterprises, which is not conducive to its sustainable development.

Employee life problems (S3). Enterprise employees have their own families, and they will inevitably encounter many other problems in their lives, including housing and children's schooling problems. When the problems in life appear, it will impact the employees' work attitude and status, resulting in the employees' inability to concentrate at work, thus resulting in the situation of lack of effort and motivation. [5]

Employees have poor self-awareness (S4). In dealing with bad problems, many enterprise employees focus more on the surface of the problem. They can only solve the problem for a time, but

cannot eliminate the root cause of the problem. Employees have a deviation of self-cognition. If this deviation is higher, they will not pay attention to doing tasks, despise the content of the work task, and do not treat the work seriously.

2.2 Management style

High work difficulty (S5). Many business managers will set tasks for employees that cannot be completed within the corresponding time. When employees cannot complete the final task, managers will deduct employees' wages through performance evaluations, leading to a decrease in employee motivation. The reason is that managers are too anxious to succeed and hope to be recognized by others in a short time. However, this mentality often drives the employee to fail because the career success of managers and employees is required to accumulate day by day. In the beginning, setting too high goals for themselves or the organization will make people have frustration and give up chasing the ideal. [6]

The distance between managers and employees is far (S6). Many managers of enterprises like to maintain a high posture in front of employees, hoping to maintain their majesty to enhance their control over the employees. However, by analyzing most excellent enterprises, it can be found that managers and employees are more similar to a friend-like relationship. The maintenance of this relationship can often make the work efficiency of the enterprise optimal, because the friend-like relationship between upper and lower levels is conducive to the transmission of information. The manager's superior posture will make the employees fear the inner mind. When there is negative news about the company's development, the employees will delay the transmission of information for fear of the manager's reprimand, which will cause the company to lose the opportunity to change the status quo quickly.

Unequal compensation system (S7). An unfair and reasonable salary system will lead to low motivation of employees. In terms of improving the motivation of employees, it cannot be just rewarded without punishment. Appropriate punishment is also very beneficial in enhancing the motivation of employees. For enterprises, they can develop different punishment systems according to their actual situation and the state of their employees. If a company does not have any disciplinary measures for its employees, they will have no sense of tension and be lax and undemanding for performance. [7]

Enterprise management policies are unreasonable (S8). In enterprises, managers often set overly harsh management policies and regulations to establish prestige among subordinates, such as high requirements for attendance and performance. Therefore, many employees have resistance to management policies and regulations, and bring such emotions to work, tired of dealing with high-intensity work.

2.3 Business Industry Environment

The proportion of managers' relatives is not reasonable (S9). A high percentage of employees related to managers mainly occurs in small private enterprises. Psychologically speaking, seeking better living conditions for future generations is engraved in everyone's genes. Still, such behavior is not conducive to the development of enterprises and the country's progress, because the higher proportion of related employees in the enterprise will inevitably lead to unfairness in employee performance evaluation. Most of the employees related to the manager will hardly and actively work hard. This phenomenon will lead to the lack of motivation of other employees to work and learn from the life and work style of the related employees, making the development of the company in trouble.

Weak corporate cohesion (S10). Employees lack a sense of belonging in the work and have weakened motivation to work. A team that lacks cohesion can make employees disillusioned without the sense of purpose and responsibility to work for the common achievements of the team. Members of the team do not take the improvement of the overall team performance as a motivating factor for their hard work and thus slacken in their work. [8]

The industry development downturn (S11). The Covid-19 pandemic at the end of 2019 had different impacts on the global economy. The impact on various industries was different, with the most significant blow to the offline physical service industry, having had different impacts on layoffs in many companies. The overall economic downturn leads to employees' anxiety about the uncertainty of the future, which affected their work motivation.

3. The construction of Interpretative Structural Modeling

3.1 Model introduction

ISM (Interpretative Structural Modeling) mainly simplifies the problems with complex relations and unclear structures with computers' assistance and decomposes the complex system into various subsystems. The hierarchical topology is finally obtained through the correlation calculation of the matrix. The study found that the factors affecting employees' slackness are complex, and the relationship between factors is not clear, which is consistent with the problems solved by the ISM model. Therefore, this model is used for analysis.[9]

3.2 Detailed steps

STEP1: List the main factors that affect employee slack and constituent element set S.

$$S = \{S_1, S_2, ..., S_n\} \tag{1}$$

The formula $S_i = \{i = 1, 2, ..., n)$ represents the i th element in the collection.

STEP2: Establish adjacency matrix and reachability matrix.[10] According to whether there is a direct influence relationship between factors, the adjacency matrix between the influencing factors is determined, which is defined as

$$a_{ij} = \begin{cases} 1, S_i \text{ and } S_j \textit{ have direct impact} \\ 0, S_i \textit{ and } S_j \textit{ have no direct impact} \end{cases} \tag{2}$$

Add A to a unit matrix I to get a new matrix $A_1 = A + I$, where, if the element a_{ij} in A_1 is 1, that is, from node i to node j can arrive directly, if A_1 is not a reachable matrix, then continue to calculate. Have A_1 squared and get $A_1^2 = (A+I)^2 = A^2 + A + I$. Use Boolean algebra rule for operation, the rule is:

$$0+1=1 \tag{3}$$
$$0+0=0 \tag{4}$$
$$1+1=1 \tag{5}$$
$$0\times 0=0 \tag{6}$$
$$1\times 0=0 \tag{7}$$
$$1\times 1=1 \tag{8}$$

If the matrix M satisfies the following conditions, the reachable matrix N of the matrix A is obtained.

$$N = (A+I)^{k+1} = (A+I)^k \neq (A+I)^{k-1} \tag{9}$$

STEP3: Division of reachability matrix. Region division: the system is divided into several independent subsystems that do not influence each other, and the elements of the reachable matrix are decomposed into several regions according to row $N(S_i)$ and column $A(S_i)$, among which:

$$A(S_i) = (S_i \mid m_{ij} = 1, i = 1, 2, 3, ..., n) \tag{10}$$
$$N(S_i) = (S_i \mid m_{ji} = 1, i = 1, 2, 3, ..., n) \tag{11}$$
$$C(S_i) = (S_i \mid N(S_i) \cap A(S_i), i = 1, 2, 3, ..., n) \tag{12}$$

The hierarchical division is to divide the influencing factors and determine the hierarchical status of each element in a certain region, to judge the hierarchical relationship more clearly, and to construct the hierarchical model. If a partition element set is P, the element set from high to low is $L_1, L_2, L_3, ..., L_n$, where :

$$L_1 = (S_i \mid S_i \in P - L_0, C_0(S_i) = N_0(S_i), i \le n) \quad (13)$$

$$L_2 = (S_i \mid S_i \in P - L_0 - L_1, C_1(S_i) = N_1(S_i), i \le n) \quad (14)$$

$$L_k = (S_i \mid S_i \in P - L_0 - L_1 - \ldots - L_{k-1}, C_{k-1}(S_i) = N_{k-1}(S_i), i \le n) \quad (15)$$

STEP4: The establishment of ISM. After the calculation and analysis of the above processes, and the reduced hierarchical processing of the hierarchical structure, the directed graph is drawn, and the transitivity in the directed graph is removed to obtain the explanatory structure model.

3.3 The principle of model conclusion.

Generally, get 3-5 levels and roughly divide them into representation, middle, and root layers. The appearance layer is the direct reason for the factors affecting employees' slackness. The middle layer plays a transitional role in the whole explanatory structural model. The middle layer factor is both an influencing factor and an affected factor. The root layer is the fundamental factor that affects the deepest degree of employees' slackness and is the primary factor in solving the problem of employees' slackness.[11]

4. The construction of matrix impact cross-reference multiplication applied to a classification

4.1 Model Introduction

MICMAC (matrix impact cross-reference multiplication applied to a classification) was proposed when Duperrin and Godet had highly dynamic and highly dependent variables in the identification system in 1973. MICMAC adopts the principle of matrix multiplication, which is mainly used to analyze the influence and dependence between various factors in the system, and the matrix shows the results. If the element i has a direct impact on the element k, and the element k has a direct impact on the element j, any change in the element i can be reflected in the element j, then there is an indirect relationship between element i and element j.

4.2 The Necessity of Combining MICMAC with ISM.

Each factor's driving force and dependence can be calculated through the reachability matrix constructed by ISM in Chapter 3. Then the influencing factors are divided into four quadrants by using the MICMAC model: autonomy, dependence, connection and independence. The ordinate is the driving force, and the abscissa is the dependence. This matrix can also be called the driving force-dependence matrix. The use of the MICMAC model can better analyze the driving force and dependence of employee slack factors, facilitate understanding the essential role of factors in the system, and provide new ideas for solving the problem of employees' slackness.

If the ISM model is simply used, only 0 and 1 can be judged whether there is a direct or indirect effect, rough and fuzzy. However, MICMAC can reflect the degree of interaction between factors.

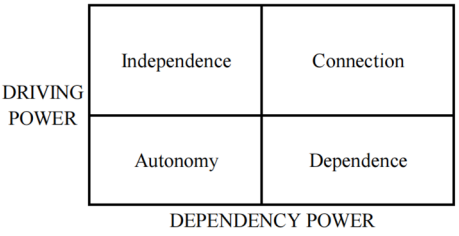


Figure 1 MICMAC analyzes schematic diagrams

MICMAC steps are as follows :

STEP1: Calculate the driving force $D(S_i)$ and dependence $R(S_i)$ of each factor in the reachability matrix :

$$D(S_{ij}) = \sum_{j=1}^{n} S_{ij} \tag{16}$$

$$R(S_{ij}) = \sum_{j=1}^{n} S_{ij} \tag{17}$$

STEP2: Calculate the averages of driving forces and dependencies as quadrant boundaries.

STEP3: Calculate the driving force and dependency based on the reachability matrix and divide all factors into four matrix quadrants.[12]

5. Example analysis

5.1 ISM directed graph construction

To analyze the influence of 11 known factors on employees' slack transmission path, and to construct the ISM model, we must first judge the relationship between two factors and establish a matrix. In addition, we invite ten human resource management experts to rate and list the matrix. If the row element in the matrix influences the column element, it is marked as "1", and if it has no influence, it is marked as "0", and the adjacency matrix A is shown in Table 1.

Table 1 Adjacency matrix of factors influencing the transmission path of employee slackness

	S0	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11
S0	0	0	0	0	0	0	0	0	0	0	0	0
S1	1	0	1	0	0	0	0	0	0	0	0	1
S2	1	0	0	1	0	0	0	0	0	0	0	0
S3	1	0	0	0	0	0	0	0	0	0	0	0
S4	1	0	0	1	0	0	1	0	0	0	1	0
S5	1	0	1	0	0	0	0	0	0	0	0	0
S6	1	1	0	0	0	0	0	1	0	1	1	0
S7	1	0	1	0	0	0	0	0	1	0	0	1
S8	1	0	0	1	0	0	1	0	0	0	1	0
S9	1	1	0	0	0	0	0	0	0	0	1	0
S10	1	0	0	1	0	1	0	0	0	0	0	0
S11	1	0	0	0	0	0	0	0	0	1	0	0

Based on the adjacency matrix, the reachability matrix is created. Among them, "1" means that the row element corresponding to the element has a path affecting its corresponding column element, and "0" means that there is no path. The reachability matrix N is calculated according to the Boolean algebraic algorithm in Table 2.

Table 2 Reachable matrix of factors influencing the transmission path of employee slackness

	S0	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11
S0	1	0	0	0	0	0	0	0	0	0	0	0
S1	1	1	1	1	0	1	0	0	0	1	1	1
S2	1	0	1	1	0	0	0	0	0	0	0	0
S3	1	0	0	1	0	0	0	0	0	0	0	0
S4	1	1	1	1	1	1	1	1	1	1	1	1
S5	1	0	1	1	0	1	0	0	0	0	0	0
S6	1	1	1	1	0	1	1	1	1	1	1	1
S7	1	1	1	1	0	1	1	1	1	1	1	1
S8	1	1	1	1	0	1	1	1	1	1	1	1
S9	1	1	1	1	0	1	0	0	0	1	1	1
S10	1	0	1	1	0	1	0	0	0	0	1	0
S11	1	1	1	1	0	1	0	0	0	1	1	1

The elements in the reachable set represent elements that an element can influence directly or indirectly. In contrast, the elements in the initial set represent which element can influence this element directly or indirectly. According to the reachability matrix, the reachable set R, the prior set Q, and their intersection are listed in Table 3

Table 3 the reachable set R, the prior set Q, and their intersection

Factors	The constituent elements of R（S_i）	The constituent elements of Q（S_i）	R∩Q
S_0	1	1,2,3,4,5,6,7,8,9,10,11,12	1
S_1	1,2,3,4,6,10,11,12	2,5,7,8,9,10,12	2,10,12
S_2	1,3,4	2,3,5,6,7,8,9,10,11,12	3
S_3	1,4	2,3,4,5,6,7,8,9,10,11,12	4
S_4	1,2,3,4,5,6,7,8,9,10,11,12	5	5
S_5	1,3,4,6	2,5,6,7,8,9,10,11,12	6
S_6	1,2,3,4,6,7,8,9,10,11,12	5,7,8,9	8,9,7
S_7	1,2,3,4,6,7,8,9,10,11,12	5,7,8,9	8,9,7
S_8	1,2,3,4,6,7,8,9,10,11,12	5,7,8,9	8,9,7
S_9	1,2,3,4,6,10,11,12	2,5,7,8,9,10,12	2,10,12
S_{10}	1,3,4,6,11	2,5,7,8,9,10,11,12	11
S_{11}	1,2,3,4,6,10,11,12	2,5,7,8,9,10,12	2,10,12

According to the ISM model for hierarchical division, the 8-level recursive explanatory structure model of the factors influencing the transmission path of employee slack is constructed in Figure 2. where the eight levels are L_1={S_0}; L_2={S_3}; L_3={S_2}; L_4={S_5}; L_5={S_{10}}; L_6={S_1, S_9, S_{11}}; L_7={S_6, S_7, S_8}; L_8={S_4}。

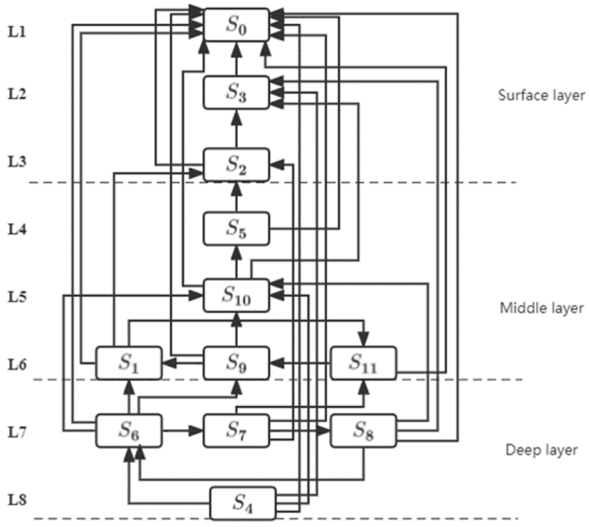


Figure 2 Explanatory structural model of the factors influencing the transmission path of employee slackness

5.2 MICMAC Analysis

To clarify the role and position of each influencing factor in the system, it is necessary to calculate the driving forces and dependencies of each influencing factor. The value of the driving force is the number of other elements that an element can influence, i.e., the sum of the elements in the row where the element is located in the matrix. The dependency is the opposite: the number of elements that can influence the element, i.e., the sum of the elements in the matrix columns. The values of driving force and dependency for each element are calculated as shown in Table 4.

Table 4 Driving Force-Dependency table of factors influencing the transmission path of employee slackness

Influencing Factors	Driving Force	Dependency	Influencing Factors	Driving Force	Dependency
S_0	1	12	S_6	11	4
S_1	8	7	S_7	11	4
S_2	3	10	S_8	11	4
S_3	2	11	S_9	8	7
S_4	12	1	S_{10}	5	8
S_5	4	9	S_{11}	8	7

The above data are represented in the axes with the drive value as the horizontal coordinate, the dependency value as the vertical coordinate, and the drive-dependency categorization analysis diagram is drawn in Figure 3. Among them, quadrant I is the autonomous element, quadrant II is the dependent element, quadrant III is the linked element, and quadrant IV is the independent element.

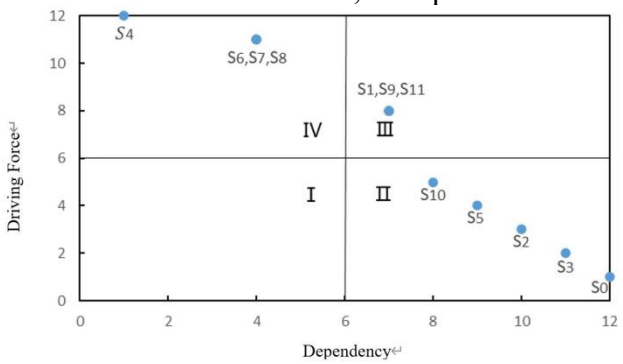


Figure 3 Dependency-Driving Force Categorization Classification Chart

5.3 Analysis and Establishment

5.3.1 Multi-level recursive explanatory structural model analysis

Based on the logical relationship between the factors of this system, the influencing factors are grouped into three tiers. Surface factors: The first, second, and third levels are categorized as surface factors, including S_0 employee slackness, S_3 employee life problems, S_2 employee negative attitude, which are direct factors affecting the transmission path of employee slackness, and most of their solutions need to be solved through middle and deep level factors. Such as proper planning of corporate strategy, recruiting and training employees with strong self-awareness, promoting employees to create a common vision, enhancing corporate cohesion, and improving employees' life problems and negative attitudes, ultimately reducing the occurrence of employee slackness.

Middle-level factors: the fourth, fifth and sixth levels are categorized as middle-level factors, including S_5 high work difficulty, S_{10} weak corporate cohesion, S_1 lack of common vision among employees, S_9 unreasonable proportion of managers' relatives, and S_{11} poor industry development, which play a role in explaining the structural model framework from the corporate perspective, and are indirect factors that influence the conduction path of employee slackness, with an influence relationship with being influenced. For example, weak corporate cohesion is caused by various factors such as the distance between managers and employees and unreasonable corporate management policies, which also directly or indirectly contribute to the life problems and negative attitudes of employees. The influence of middle-level factors should also not be ignored. Companies should enhance cohesion, create a common vision for employees, adjust the proportion of managers' relatives, strengthen employees' sense of identity and belonging to the company, and end the phenomenon of "scattered sand".

Deep factors: The seventh and eighth levels are classified as deep factors, including S_6 distance between managers and employees, S_7 unequal pay system, S_8 unreasonable corporate management policy, S_4 poor self-awareness of employees, which affect the surface factors through the way of transferring middle-level factors, are the fundamental reason affecting the conduction path of employee slackness. Produce the greatest impact, the most obvious effect, their proper solution will

fundamentally weaken the occurrence of employee slackness. Therefore, the company should take the organizational strategy as the guideline when formulating policies, shorten the distance between managers and employees, and formulate an equal pay system and reasonable management policies. When recruiting employees, we should examine their self-awareness, not just their education and workability. When recruiting and developing employees, we should develop employees' self-awareness.

5.3.2 Driving Force-Dependency classification chart analysis

There are five dependency elements (quadrant II), namely S_0, S_2, S_3, S_5, and S_{10}. Among them, S_2 and S_3 belong to employees' subjective reasons, S_5 belongs to managers' management style, and S_{10} belongs to corporate industry environment aspects, which have a higher dependency and lower driving force. Among them, S_0 has the highest dependency and is the most directly influential factor in the ISM model. The status of employee slackness relates to the transmission path of slackness, so such factors need to depend on other factors to be addressed. However, changes in such factors often have the most intuitive impact on employees, who are free from negative attitudes and life problems, have appropriate work difficulty and strong corporate cohesion, and are naturally more motivated.

There are three contact elements (quadrant III), namely S_1, S_9, and S_{11}. Among them, S_1 belongs to employees' subjective reasons, and S_9 and S_{11} belong to enterprise industry environment aspects. They have a high dependency and driving force, and play a role in carrying on the interrelationship between other influencing factors, which will increase the probability of employee slackness occurring to a greater extent once problems arise. Companies should create a common vision between employees and managers, try to meet the majority of people's interests, reduce the proportion of managers' relatives, and create a level playing field for employees. Today, when the situation of the new crown epidemic remains severe, companies should also adjust their internal policies to reduce the negative impact of the industry downturn.

There are four independent elements (quadrant IV), namely S_4, S_6, S_7, and S_8. Among them, S_4 belongs to employees' subjective reasons, and S_6, S_7, and S_8 belong to managers' management style, which has a lower dependency and higher driving force. Among them, S_4 has the highest driving force and is located at the deepest level of the ISM model, which is the fundamental influencing factor. S_6, S_7, and S_8 follow closely and contribute to a large extent to employee slackness. Therefore, the fundamental solution to the problem requires compressing the organizational structure to make it flat, conducting job evaluations to determine the appropriate compensation system, improving or reformulating reasonable management policies, and appropriately relaxing performance requirements.

6. Conclusion

(a) Based on HRM theory, this paper identifies 12 influencing factors from 3 aspects: employees' subjective reasons, managers' management style, and corporate industry environment. Firstly, the ISM method judges the interrelationship among the influencing factors and establishes a multi-level recursive explanation structure model. Then the MICMAC method is applied to calculate each influencing factor's dependency and driving force and get the dependency-driving force categorization chart.

(b) Employee slackness conduction path influencing factors are divided into an 8-level recursive explanatory structure model. Employee slackness, employee life problems and negative attitude of employees are surface factors; Difficult work, weak corporate cohesion, lack of common vision of employees, unreasonable proportion of managers' relatives, and poor industry development are middle-level factors with transitional attributes; Distance between managers and employees, unequal pay system, unreasonable corporate management policy and poor self-awareness of employees are indirect and fundamental deep-level factors.

c) Dependency, contact, and independent elements are the three main types of factors that affect the transmission path of employee slackness. Among them, poor self-awareness of employees, the distance between managers and employees, unequal pay system, and unreasonable enterprise management policies are the four most fundamental influencing factors. Enterprises should effectively cultivate employees' self-awareness, improve the human resource management system and its functional modules, enhance internal fairness and external fairness, and protect employees' legitimate rights and interests to eradicate the generation of employee slackness.

7. Corporate Practice Recommendations

(a) According to the results of the ISM-MICMAC model analysis, poor self-awareness of employees is the most fundamental reason, and enterprises should start with employee training to solve this problem. During employee training, companies should uphold a people-oriented attitude and carry out and implement employee training with full consideration of in-service employees' inner feelings and actual needs. During the training period, the training team should carefully investigate and analyze the functional ability and potential of the employees and provide the corresponding targeted training. Human resource managers should optimize and improve the training content and methods from the perspective of training content and training methods, respectively, with full consideration of the real needs of employees. Under this more targeted training, employees' professional ability will be effectively exercised, and their comprehensive strength will be greatly enhanced. All enterprises and human resource managers should face the importance of comprehensive employee training work.

b) Enterprise culture construction helps enterprises to solve the problem of staff slackness to provide the right direction of guidance, which can keep staff thinking at the same level and form a good cohesion, so that employees become an important force in the development of enterprises.

Enterprise culture construction needs to grasp the positioning of the enterprise's future long-term development, constantly improve the future development goals, and improve the enterprise's competitiveness. Enterprise culture construction should penetrate into the enterprise's production and management to avoid the phenomenon of culture construction "floating on the surface". Enterprises should make efforts to implement the specific institutional processes of enterprise to people, including the production system and personnel system, etc.

At the same time, the core values, as the core of corporate culture, implicitly guide the direction of growth of the enterprise and the thinking and acting style of its members, and should not be rashly and drastically changed. As the criterion for judging the systems and policies in the company, the core values should be a combination of the company's historical accumulation and the requirements of the times, and should not be changed arbitrarily by abandoning the history, but should not lag behind the environment of the times either.

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