

# Organizational Behavior and Psychological Research of Enterprise Employees

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**Abstract:** There is a relationship between employees and enterprises (organizations) that complements each other and correlates, so the psychological tacit understanding between employees and enterprises is crucial. The connotation and significance of psychological contract lies in the internal relationship between the employee's psychological state and its corresponding behavior. The psychological contract has a cohesive and stimulating effect on organizational behavior. The ways to construct a psychological contract include implementing scientific career management; creating a people-oriented corporate culture; designing effective incentives; and achieving optimal coupling of psychological contracts between the two parties.

## 1. Introduction

As an important part of human-centered management, psychological contract has been paid more and more attention by managers in recent years, especially in the aspect of human resource management. As a psychological link between the manager of the enterprise (organization) and the general staff, the performance or violation of the psychological contract can affect the employee's work behavior and attitude. Therefore, the psychological contract becomes one of the important starting points and consideration factors for the effective human resource management of the enterprise. The research on the differences and laws of different employees' psychological contracts describes the different reflections of differences among different individuals in psychological contracts. It is of great significance for managers to identify the expectations of different types of employees for the organization and to effectively formulate relevant corporate decisions. In the past, there have been many studies on the psychological contract between organizations and employees, and many constructive achievements have been made. However, most of the past researches have focused on the dynamic management of psychological contract violations, psychological contracts and organizational communication, and performance improvement. The characteristics of subjective and differential psychological contracts still need further study. This paper starts from the perspective of psychological contract difference, finds and discovers the differences and rules of the employees' psychological contract, summarizes the reasons, and combines the theory of power management and psychological contract to strengthen the management of enterprise managers through psychological contract management. The "soft power" effectiveness makes recommendations.

## 2. Factors affecting the change of employees' psychological contract

Social factors include social culture, norms, ethics, economics, law and many other factors. It constitutes the background conditions for the formation of psychological contracts, affecting people's understanding of rights, obligations, responsibilities and the formation of values. In the traditional era, competition is only limited to a certain area. The cultural structure of human resources is single. People work for loyalty in exchange for employment security, and the work contract is stable. Now, global competition not only provides a good business opportunity for the organization, but also changes the organization's workflow and how it works. Compared with the traditional era, people exchange performance for employment security, work contracts are flexible, and human resources have multicultural integration. These factors inevitably change the content of

psychological contracts.

The distinctive characteristics of traditional organizations are characterized by specialization, clear roles, and clear levels of power. Written information is an important source of information. In large organizations, in order to ensure the efficient completion of work, the organization divides and further subdivides the tasks, and clearly defines the level of power, forming job descriptions for different ranks, different functional departments, and different jobs. Everyone has their own role, and everyone has to fulfill their own responsibilities. Managers are decision makers, resource configurators, performance monitors, and managers tell employees what to do. In contrast, modern organizations are characterized by speed, flexibility, integration, and innovation. Employees need to complete multiple tasks, learn continuously, accept new challenges, and clear roles may inhibit organizational flexibility. Conversely, flexible organizations are keen on vague job descriptions and rely on temporary teams that are constantly reorganizing due to different tasks to succeed.

Different era backgrounds form different social cultures. Different social cultures influence the formation of people's values, which in turn affect people's perception and judgment. Modern people pursue flexibility, the choice of life, and the realization of job satisfaction. Family and social relationships are very important to this group of people, and money becomes an important indicator of professional performance. Although the values of each individual are different, the values of a generation always have the commonality of the times. Values influence the ethical standards of individual work attitudes and behaviors, affecting individual decision-making and problem-solving methods, and affecting people's experiences and overall feelings at work. The individual's values are consistent with the values of the organization and will contribute to the understanding and acceptance of organizational goals, thus forming a stable psychological contract.

### **3. Key elements of psychological contract management**

The initial point of contact between employees and organizations is the personnel selection process. Both parties treat the process in the way they expect, and what happens and how it will affect the psychological contract. The selection process is one of the important channels for the organization to convey information, telling job seekers about the organization and work information. Whether the authenticity of the information will affect the employees' expectations of the organization, unrealistic expectations can only become the fuse of the psychological contract violation and rupture in the future, leading to low-level performance and turnover behavior of employees. Therefore, the introduction of realistic work is crucial to the establishment of psychological contracts between the two parties. Job seekers can judge whether the content and methods of work are consistent with their own expectations. In the goal setting, encouraging employees to participate in performance target setting can give employees the opportunity to express their own opinions, have some control over their work goals, and have a positive impact on the commitment of most people. Employees have a large amount of first-hand information about the work, and full authorization can prompt employees to respond quickly to changes, solve problems in the work in a timely manner, make more effective and better decisions, and enhance employees' self-efficacy. This is very important for employees who are constantly changing their work content and work style.

How people respond to a situation depends on how people interpret the situation. In the same situation, different people have different behaviors; after the same event, different people have different feelings or opinions, and their influence on future life is different. The formation of the contract is not only restricted by the level of individual cognition, but also the result of the behavior and the influence of the reaction of others that may be triggered by the behavior. The three interact and influence each other. Only when the way employees are actually treated is the way they are treated, the more stable the psychological contract is, the more likely employees are to complete the role according to the norms. This is the core issue of psychological contract management.

In modern organizations, cross-functional work teams replace the division of expertise in the functional departments, and employees with different expertise are integrated into the needs of the work objectives. Unlike traditional organizations, the free exchange of information in the team is

another channel for employees to obtain organizational information. This communication also conveys the social pressure to understand the consistency of the contract content. Employees are divided into internal groups and external groups based on the classification of their team's work goals. Under the norm and prototype of the internal group, the psychological contract of the team will affect the formation and maintenance of the individual psychological contract.

Organizational culture is an informal rule that is not written into words, and is a system of cognition, behavior, and symbolism shared by members of the organization. The nature of culture determines the type of psychological contract, at least provides a framework for psychological contracts. The general rule is that when people are adjusted as individuals, they adapt to the environment; when they are adjusted as groups, because the group has formed a certain behavior, and it is stable and difficult to change, if new The task or environment requires a new way of behavior, which means that the anachronistic part of the old culture will change, and the psychological contract will be re-adjusted in the process of reshaping.

#### **4. Ways to construct a psychological contract**

The psychological contract of co-constructing enterprises must be based on scientific career management. Career Management is a new discipline developed in the United States from the theory and practice of human resource management in the past decade. The so-called career, according to the American organization behavior expert Douglas # Hall's concept, refers to a series of activities and behaviors included in a person's life experience. Organizational career development is the result of a combination of organizational career management and personal career planning activities. Combining personal career planning with organizational career management, through the organization of a career development system to achieve a balance between organizational human resource needs and personal career needs, can create an efficient working environment. In the enterprise, the interests pursued by employees are not only an economic benefit, but more importantly, employees regard the enterprise as a stage for developing their own talents and realize the value of life. Employees choose a business development, often for the purpose of pursuing good career development. If a good employee is not developed, his choice will only be to change jobs, and to find another job, especially in a market-oriented economy. The maintenance of a good psychological contract lies in the company's respect for employees' rights. For example, Japanese companies pay great attention to training employees. An employee who works in a company for a long time is unlikely to be engaged in a job or a job, and often has to work through multiple jobs. In order to enable employees to adapt to the needs of multiple jobs, companies must conduct training in a planned manner. Through the rotation of job positions throughout the work, employees are exposed to a variety of different businesses and can be upgraded, thereby expanding the career path of employees. Staff training and career design are good ways to enhance employee achievement and job satisfaction, as well as loyalty to the company and prevent corporate brain drain. Enterprises must first create a stage for employees to enable their employees to display their talents and achieve self-worth. At the same time, they must discover and deal with the actual problems arising from the work and life of employees. If these problems are not properly handled, they will have ideological problems, which in turn affects the mental state of work. In practice, the human resources management personnel and other management personnel of the enterprise should be good at communication and timely guidance, so that employees can find a satisfactory career development path in the enterprise, and actively integrate all their physical, mental and emotional into the enterprise development. Dedicating all wisdom to promote the development and success of the organization. It can be said that the success of a company will depend on its ability to attract effective people in all of these areas, creating viable career paths for them, and a management approach that integrates the results of these people's activities.

#### **5. Conclusion**

The psychological contract of enterprises and employees to build enterprises is subjective and

implicit, and it is in a state of constant change and revision. It is undoubtedly difficult to manage the psychological contract of employees in enterprises, but this is the modern enterprise human resource management and corporate culture construction. The goal is also one of the ways to improve the competitiveness of enterprises. The psychological contract of managing employees is to satisfy the needs of employees and maintain high employee satisfaction, thus committing to be more responsible, loyal and mission-oriented to the corporate goals, so that the social exchange between the two sides can be realized at a higher level. In the practice of modern human resource management, we should pay attention to the psychological procedures of people, emphasize the fairness and equality of management work, treat them with the content and expectations of employees, and change the traditional contract into a long-term attributional psychological contract. achieve corporate goals with the help of employees' abilities and enthusiasm.

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