

Exploring Enterprise Human Resource Management from the Perspective of Psychological Contract

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Abstract: Facing the challenges faced by human resource management (HRM), this article introduces the concept of psychological contract in order to provide new management perspectives and strategies for enterprises. Firstly, this article reviews the development process, core concepts and application status of psychological contract theory in HRM field. Then, the interactive relationship between psychological contract and enterprise HRM is analyzed in detail from the aspects of construction and maintenance of psychological contract, recruitment and selection, and incentive mechanism. This article also discusses the impact of psychological contract violation, psychological contract management under diversified and inclusive culture, and psychological contract adjustment in the period of change and other challenges and countermeasures. Psychological contract plays a significant role in improving employees' satisfaction, loyalty and job performance, and is an effective way for enterprises to optimize HRM strategies and meet market challenges. Enterprises should attach great importance to the construction and maintenance of psychological contracts and innovate management strategies to adapt to the rapidly changing market environment and employee needs.

1. Introduction

In the current rapidly changing business environment, enterprise HRM is facing unprecedented challenges [1]. With the intensification of market competition and the continuous progress of technology, enterprises not only need to attract and retain high-quality talents, but also need to continuously improve the work efficiency and satisfaction of employees to ensure the sustainable development and competitiveness of enterprises [2]. However, the traditional management mode based on contract and rules and regulations has been difficult to meet the needs of modern enterprises, and employees' expectations and demands for work are increasingly diversified [3]. In this context, the concept of psychological contract has gradually emerged and become a new hot spot in the field of HRM [4]. Psychological contract emphasizes the intangible contract between employees and enterprises based on mutual understanding and trust, which plays an important role in stimulating employees' potential and enhancing organizational cohesion [5]. Therefore, the purpose of this study is to deeply explore how psychological contract affects the HRM strategy and practice of enterprises, in order to provide more effective HRM solutions for enterprises.

In order to achieve this research purpose, this article will focus on the following specific

questions: What are the components and types of psychological contract? How does the satisfaction of psychological contract affect employees' work attitude, performance and loyalty? How can enterprises optimize HRM strategy by constructing and managing psychological contract? By answering these questions, this article hopes to provide practical guidance for enterprises and help them better meet the challenges in HRM.

2. Theoretical basis of psychological contract

Psychological contract refers to an invisible contract between employees and enterprises based on mutual expectations and commitments [6]. It is different from a formal written contract, and it is more embodied as a psychological agreement. The elements of psychological contract include employees' expectations of enterprises and enterprises' expectations of employees, which are constantly formed and adjusted in the interaction between the two sides [7]. According to the content and nature of contract, psychological contract can be divided into different types, such as transaction type, relationship type and mixed type, and each type corresponds to different employee behavior and organizational atmosphere.

The satisfaction of psychological contract has an important influence on employees' work attitude, performance and loyalty. When employees feel that their expectations and commitments have been fulfilled, they often show higher job satisfaction and loyalty, thus working harder and improving their performance [8]. On the contrary, if the psychological contract is broken, employees may be dissatisfied and disappointed, and even choose to leave. Therefore, the satisfaction of psychological contract is one of the important indicators to measure the management effect of enterprises.

Psychological contract affects organizational climate and employee behavior through intermediary variables such as trust and commitment [9]. When employees establish a good trust relationship with enterprises, they are more willing to work hard for the goals of enterprises and form a positive organizational atmosphere. The fulfillment of psychological contract also enhances employees' sense of commitment to the enterprise, which makes them more loyal to the enterprise and willing to contribute their own strength to the long-term development of the enterprise. Therefore, psychological contract is not only an invisible contract between employees and enterprises, but also an important link connecting their emotions and behaviors.

3. The interactive relationship between psychological contract and enterprise HRM

3.1. Construction and maintenance of psychological contract

The construction of psychological contract is the basis of the interaction between enterprises and employees, which starts from the recruitment stage and runs through the whole career of employees [10]. In the recruitment process, enterprises convey the values, culture and expectations of the organization to the candidates by publishing job information, interviewing and communicating, and the candidates form preliminary expectations for the future working relationship through their own performance and understanding of the enterprise. This process is essentially the initial construction of psychological contract. After joining the company, enterprises need to constantly maintain and adjust the psychological contract through continuous communication, training and performance evaluation to ensure the consistency of expectations of both parties. Figure 1 shows an effective way to maintain and strengthen the psychological contract.

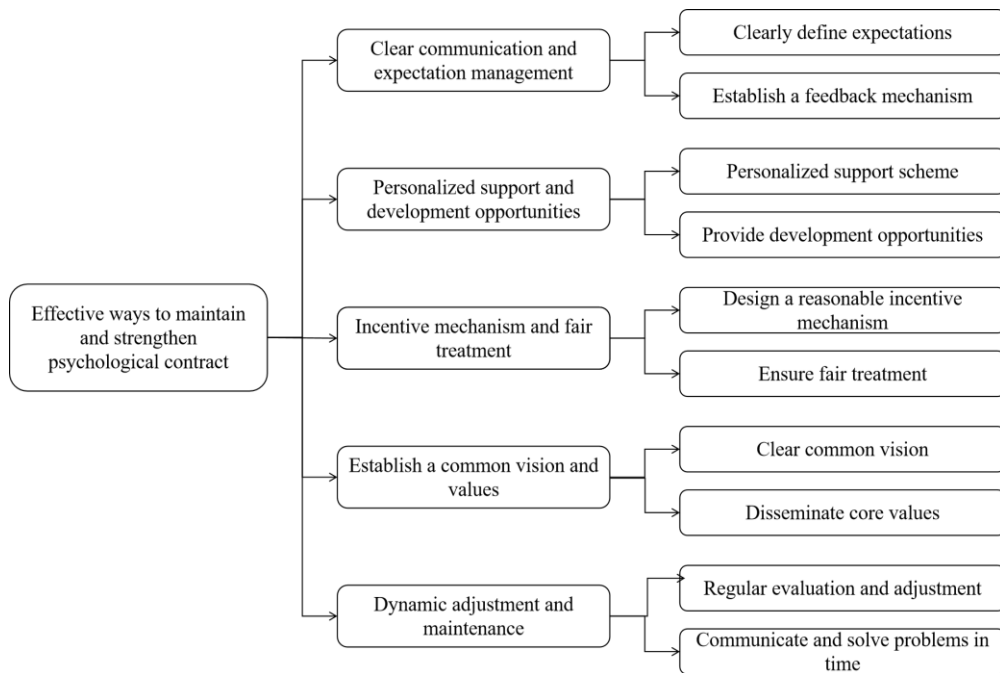


Figure 1: Effective ways to maintain and strengthen psychological contract

3.2. Recruitment and selection from the perspective of psychological contract

From the perspective of psychological contract, recruitment and selection are not only to find candidates with matching skills, but more importantly, to find candidates who are in line with corporate values and culture and can establish a positive psychological contract with enterprises. In the recruitment process, enterprises should not only examine the professional skills of candidates, but also pay attention to non-technical factors such as their personal values, professional attitude and teamwork ability. By designing a scientific interview process and using psychological evaluation tools (as shown in Table 1), the matching degree between candidates and enterprises can be evaluated more comprehensively, thus improving the effectiveness of recruitment and the retention rate of employees.

Table 1: Recruitment Interview Process and Application of Psychological Assessment Tools Based on Psychological Contract Perspective

Interview Stage	Specific Content	Application of Psychological Assessment Tools	Evaluation Criteria/Score Range
Initial Resume Screening	Review applicants' resumes and initially screen candidates who meet job requirements	None	-
Preliminary Phone Interview (10 minutes)	Understand applicants' basic information, job-seeking motivation, career	None	Voice tone, clarity of expression (0-10 points)

	planning, etc.		
Online Assessment (30 minutes)	Personality test, professional ability test	MBTI personality test, professional ability assessment software	Personality type match score (0-20 points), professional ability score (0-30 points)
Structured Interview (60 minutes)	Assess applicants' professional skills, work experience, problem-solving abilities, etc.	None, but can be combined with situational simulation questions	Proficiency in professional skills (0-20 points), problem-solving ability (0-20 points)
Team Collaboration Ability Assessment (30 minutes)	Group discussion, role-playing, etc., to assess applicants' team collaboration ability, communication and coordination skills	Team collaboration ability assessment questionnaire	Team collaboration ability score (0-20 points), communication and coordination skills (0-20 points)
Values and Cultural Fit Interview (30 minutes)	Deeply understand applicants' personal values, professional attitude, and assess their fit with corporate culture	Values match assessment questionnaire	Values fit score (0-20 points), professional attitude score (0-20 points)
Comprehensive Evaluation and Decision-making	Comprehensively evaluate the match between applicants and the enterprise based on scores from each stage, and make a hiring decision	Summarize scores from each stage, calculate total score	Total score (0-150 points), set a passing score threshold based on the actual situation of the enterprise

In practical operation, the accuracy and reliability of psychological assessment tools should be ensured, and relevant laws, regulations, and ethical norms should be followed. In addition, clear job descriptions, transparent career development paths, and a reasonable compensation and benefits system are also key to attracting and retaining talent and building positive psychological contracts.

3.3. Psychological contract and incentive mechanism

There is a close relationship between psychological contract and incentive mechanism. An effective incentive mechanism should be able to accurately capture the psychological needs of employees, stimulate their internal motivation by meeting or exceeding their psychological expectations, and thus improve their work performance. This requires that enterprises should not only consider material incentives, such as salary, bonus and stock options, but also attach importance to non-material incentives, such as career development opportunities, work autonomy and team atmosphere. By establishing a fair, transparent and personalized incentive system, enterprises can enhance employees' psychological contract satisfaction, promote the positive

interaction between employees and enterprises, and form a virtuous circle.

4. Challenges and countermeasures of HRM from the perspective of psychological contract

4.1. Influence and challenge of psychological contract violation

The violation of psychological contract, whether due to the failure of enterprises to fulfill their promises or the misunderstanding of employees' expectations, may have a negative impact on employees' work attitude, performance and even the atmosphere of the whole organization. Employees may feel disappointed and angry, and then reduce their enthusiasm for work, or even choose to leave, which not only increases the recruitment and training costs of enterprises, but also may damage the reputation of enterprises. Therefore, enterprises should establish an effective communication mechanism, find and solve the problem of psychological contract violation in time, repair the damaged psychological contract and rebuild trust through sincere apology, reasonable compensation or adjustment of expectations.

4.2. Psychological contract management in multicultural context

Nowadays, diversification and inclusiveness have become the key words of organizational development, and the management of psychological contract is facing new challenges. Employees with different backgrounds and values have different understandings and expectations of psychological contracts, which requires enterprises to pay more attention to individual differences and adopt flexible and diverse strategies when constructing and maintaining psychological contracts. By establishing an inclusive working environment and encouraging multicultural exchange and integration, enterprises can promote understanding and respect among employees with different backgrounds, and then form a more stable and extensive psychological contract foundation. In addition, providing customized career development paths and flexible welfare policies is also an effective way to meet the needs of diversified employees and enhance psychological contract satisfaction.

4.3. Psychological contract adjustment in the period of change

Organizational changes, such as technological innovation, market strategy adjustment and organizational restructuring, often have an impact on employees' psychological contracts. In the process of change, employees may feel anxious and uneasy because of the uncertainty of the future, the change of roles or the adjustment of work content. Enterprises need to fully communicate the necessity, goal and influence of change before the change, work out the transition plan during the change together with employees, and clarify the content of psychological contract after the change. By providing necessary training, psychological support and reasonable compensation mechanism, enterprises can help employees smoothly transition to new working conditions, rebuild or adjust psychological contracts, and ensure the successful implementation of changes and the continuous contribution of employees.

5. Conclusions

After in-depth analysis and discussion, this study reveals the core position of psychological contract in enterprise HRM and its far-reaching influence on the relationship between enterprises and employees. It is found that the construction and maintenance of psychological contract, its application in recruitment and selection, and its close combination with incentive mechanism are all

effective ways for enterprises to optimize HRM strategies and meet market challenges. This article also points out the negative impact of psychological contract violation, and the new challenges and coping strategies faced by psychological contract management under the background of diversified and inclusive culture and organizational change.

From a practical point of view, this article provides valuable HRM enlightenment for enterprises. Enterprises should attach great importance to the construction and maintenance of psychological contract, ensure the consistency of expectations of both parties through establishing an open and transparent communication mechanism, and find and solve potential psychological contract conflicts in time. In the process of recruitment and selection, enterprises should take the matching degree of psychological contract as an important consideration, select those candidates who are in line with corporate culture and values, and lay the foundation for building a positive psychological contract. Facing the trend of diversified and inclusive culture, enterprises should actively create an open and inclusive working atmosphere, respect and appreciate the diversity of employees, and meet the psychological contract needs of employees with different backgrounds through customized HRM strategies. In the period of organizational change, enterprises should plan ahead, fully communicate with employees the vision, objectives and impact of the change, provide necessary support and training, help employees make a smooth transition, rebuild or adjust their psychological contract, and ensure the smooth progress of the change.

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