

Research on Psychological Adaptation Strategies of Employees in Enterprise Change Management

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Abstract: Due to the impact of economic globalization and market internationalization, many enterprises are facing increasingly serious environmental problems. Only by means of transformation can enterprises continuously adapt to the external environment and seek better survival and development. Major changes in enterprises may cause core employees to be forced to adapt to new tasks and environments, or they may become potential losers due to changes in the pattern of benefits brought about by the changes. Therefore, the uncertainty of enterprise change is a risk for core employees, and facing risks will inevitably lead to psychological confusion and affect the development of enterprise work. For a long time in the past, domestic enterprises did not have a sufficient understanding of the importance of employee psychological health, and generally did not pay enough attention to counseling employees on psychological issues. This has led to many problems in enterprise management, not only causing harm to employee psychology, but also being very detrimental to the healthy development of the enterprise. Especially during the period of social transformation, the changes and challenges faced by Chinese enterprises are unprecedented and complex. Once interpersonal relationships are in good condition, the mental state of employees and the performance of the enterprise will be problematic. Based on this, this article studies employee psychological adaptation strategies in enterprise change management.

Keywords: Enterprise, Change management, Employee psychological adaptation.

1. Introduction

The rapid development of technology in the Internet era has posed a severe challenge to the survival of technology-based enterprises due to industrial changes and business adjustments triggered by technological innovation, requiring them to actively expand into new fields [1]. Every enterprise is not always smooth sailing in its development process, and will encounter significant changes to some extent, sooner or later. Enterprises need to pay attention to and avoid resistance in order to carry out the change to the end [2].

No matter what kind of change it is, it means that the survival environment and resource allocation relationship of the enterprise will undergo significant adjustments, which will involve the vital interests of a large number of personnel within the enterprise. Because the uncertainty of the change prospects means risks to employees, it will inevitably stir up the psychological order of employees within the enterprise and have a certain impact on the achievement of the enterprise's change goals [3]. The process of organizational change in enterprises is often accompanied by the updating of human resources, which includes the issue of career transformation [4]. For employees, they need to adopt various strategies to cope with career transitions, in order to continuously promote their career development. In the increasingly fierce market environment, enterprises can only develop healthily and stably by mastering talent resources, attracting and retaining outstanding talents. In the workplace, there are many organizational factors that affect employee behavior. When employees' own interests are violated, they will be dissatisfied with unreasonable aspects, leading to private complaints or other behaviors, nourishing the generation of negative public opinion, and seriously affecting employees' work enthusiasm. For business leaders, it is of great significance to regulate the psychological order of core employees, maintain their sense of creativity and efficacy,

and play a role in achieving the goals of enterprise change. Compared to the well-established complaint management mechanism in foreign countries, most domestic enterprises and policies and regulations lack attention to and governance of complaint behavior in enterprises, and employees' complaints about the enterprise cannot be resolved in a timely and effective manner. Over time, this has led to employees choosing to resign due to their unmet needs, resulting in certain economic losses [5].

Applying psychological knowledge in enterprise management practice can effectively improve management effectiveness, promote internal harmony, and enhance employee loyalty, sense of belonging, and satisfaction [6]. Management psychology is centered around people. By understanding and studying the psychological behavior and activities of employees, combined with the development of the enterprise, enterprises fully mobilize their enthusiasm and creativity, adopt multiple incentive measures that coexist to meet the needs of employees at different levels, and achieve good management performance and long-term sustainable development in enterprise management. The goal of enterprise management is to improve production efficiency, harmonize internal relationships, and enhance management efficiency. The application of management psychology directly affects the key factors of "people", and enhances the value of enterprise management by influencing people's psychological activities. This is also a concentrated manifestation of flexible management. Understanding and mastering the influencing factors of employees' job security, and using real-time motivation and adjustment, enables employees to have a good mindset, stimulate creativity and enthusiasm, and become an important force in promoting enterprise change, thereby promoting the smooth progress of enterprise change [7].

2. Major Changes in the Enterprise Bring Risk Psychology to Core Employees

2.1. Psychological Health Status of Enterprise Employees

Psychological health problems are divided into 10

Table 1. Investigation on the psychological health status of enterprise employees

Symptom	Compulsive symptoms	Diet and sleep	Interpersonal relationship	Depressed	Anxiety
Proportion/%	26.37	31.62	17.24	10.36	14.41

From Table 1, it can be seen that over 26% of personnel suffer from obsessive-compulsive symptoms, which are manifested as overemphasis on others' evaluations of themselves, slow work due to fear of making mistakes, and a decrease in work efficiency caused by the need to repeatedly check work. In modern society, many people are under great pressure, including heavy life pressure and personality oppression, which constantly increases people's psychological burden. More than 48% of employees experience symptoms such as decreased appetite, difficulty falling asleep, tense interpersonal relationships, unstable emotions, and impulsiveness. Whether it's nervousness, depression, loss, fear, lack of confidence, or poor willpower, they all manifest themselves in work and have a negative impact on the efficiency and quality of work. Overall, employees born in the 1980s and 1990s of the company attach great importance to their work and have a strong sense of competition. However, if not effectively alleviated, it may lead to an increase in anxiety and depression levels in the long term, and the company needs to attach great importance to it and intervene in a timely manner.

2.2. The Problems Brought about by Change

At present, enterprises are still the institutions for redistributing social resources and the source of production and livelihood for the majority of people. The survival of enterprises has a significant impact on such people [8]. Every employee in the enterprise wants to understand their positions, roles, work relationships, and changes in their position in the early stages of enterprise change, and urgently wants to know whether the enterprise change will affect their own development path [9]. Before the change, employees had formed familiar and stable psychological expectations for their work, and also established a sense of security psychologically. When faced with change, employees' psychological order would be affected to a certain extent. Change is full of uncertainty for employees in the unit, and uncertainty is a risk for employees in the unit. In the early stages of change, employees are unaware of everything about the company's transformation and are concerned about the future corporate environment.

For employees, major changes in the enterprise may cause them to lose their familiar work environment and be forced to adapt to new tasks and environments, or may result in some individuals becoming potential losers due to changes in the profit landscape brought about by the changes [10]. Therefore, they expect to receive certain guarantees and promises. When it comes to enterprise transformation, its operators do not timely promote the corporate culture and vision, so employees are not aware of the specific implementation

dimensions, including obsessive-compulsive symptoms, interpersonal sensitivity, depression, and anxiety. Table 1 shows a survey of employees' mental health status by a certain enterprise.

content and development goals of the enterprise. As for the core employee team of the enterprise, significant changes in the enterprise can also cause them to experience group psychological confusion. When employees are not clear about the company's vision and goals, they will inevitably lose direction and lack a sense of corporate identity. To prevent the negative psychology of core employees and their teams caused by the uncertainty of major changes in the enterprise, which can affect the achievement of enterprise change goals, leaders should actively respond and intervene effectively.

3. Psychological Adaptation Strategies for Employees in Enterprise Change Management

3.1. Optimizing the Enterprise Environment

In the process of enterprise development, managers utilize relevant management psychology knowledge to manage employees, and organizing group building activities appropriately is conducive to creating a good work atmosphere. The management environment is the foundation for ensuring the effective implementation of management systems, and it is necessary to build a management environment from a cultural perspective. A good corporate culture is not only the foundation of excellent management, but also the driving force for the development of the enterprise. It is also very helpful for the psychological health of employees. The construction of a management cultural environment is not achieved overnight, but is gradually summarized and formed by enterprises in their long-term development. It must be scientific, fair, and reasonable, and gradually form a unique management culture for the enterprise. The corporate culture of fairness, work, dedication, harmony, and people-oriented can form a positive guidance for employees' thinking consciousness, allowing them to unconsciously form values that complement the corporate culture. While exerting value for the enterprise, they can also achieve themselves and realize themselves.

An enterprise is composed of multiple management modules, each of which has a management team. Each team operates according to their responsibilities and permeates management psychology, allowing the team to fully play its role. By means of organizational structure change, corporate culture promotion, leadership training, team building, job changes, employee career planning, and medium to long-term salary incentives, a supportive work environment is established within the company, enriching employees' spiritual world and work content, indicating their development direction, and eliminating the causes of

problems. The integration of management psychology and management work forms a new cultural system, which can have a supportive effect on management work and enhance the incentive effect of management work.

3.2. Leadership Art for Stimulating the Creativity and Efficiency of Core Employees

In the period of major changes in the enterprise, an

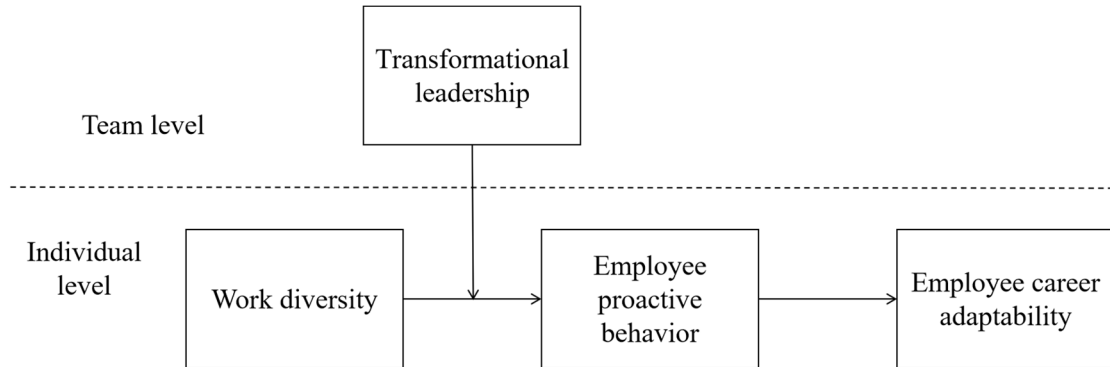


Figure 1. The role of transformational leadership

Under the uncertainty of the enterprise's transformation period, group members are more likely to recognize the values of managers and imitate their behavior. Therefore, the leader's leading role model has a demonstrative effect on core employees, and this demonstrative effect is also crucial for team employees to form a sense of creative efficacy when facing complex and challenging tasks. Enterprise leaders and managers should make appropriate use of knowledge in psychology to analyze employees' psychological activities, timely understand their work status and deal with disharmonious factors in their work, fully understand whether employees have abnormal behaviors in their work, and implement effective solutions to solve various problems encountered by employees in their work. They should scientifically and reasonably plan management methods and strategies, and take preventive measures. At the same time, managers should learn to master the techniques of psychological management in the workplace, and be able to immediately find appropriate solutions when employees encounter psychological distress and problems. Listening to employees' suggestions and encouraging their participation in decision-making can make them happier about the company's rules and regulations, feel more respect from the company, and realize their self-worth.

4. Conclusions

For enterprise employees in modern society, good mental health is of great positive significance for fully realizing their own value. In the process of enterprise transformation, it is inevitable to affect or change the internal personnel structure of the enterprise, and people are the most important component of the enterprise. For a company, employees are the cornerstone of its existence, and the level of employees' mental health not only affects their own physical and mental health, but also directly leads to heavy economic losses for the company. For individual employees, when the enterprise is facing change, they feel uncertain about the resources they have, and their autonomy and choices are not fully respected,

excellent leader is more important. To guide the unit through special periods, the leadership style should also undergo corresponding changes. Transformational leadership can change employees' perception of job changes, give new meaning to changes, and create conditions for increasing employees' adaptive resources, as shown in Figure 1.

which can lead to an unstable state and have an impact on job security. Therefore, it is necessary for enterprise business to adhere to the people-oriented concept, incorporate more humanized management into enterprise management, give higher attention to employees' mental health, and thus enable enterprises to gain stronger competitiveness in market competition. Adjusting the focus of enterprise management work and paying more attention to employees' mental health has become the mainstream trend in the development of management work in the future. The effective application of management psychology is conducive to mobilizing the enthusiasm, initiative, and creativity of people's psychology and behavior, thereby improving the production efficiency, management efficiency, and management efficiency of enterprises, and promoting the sustained, healthy, and stable development of enterprises and personnel.

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