

Research on Employee Relationship Management Based on Organizational Commitment

Shaoxi Li^{1, a}

¹Graduate School of Business, Graduate University of Mongolia, Ulaanbaatar, 11000, Mongolia

^a420029510@qq.com

Abstract: The employee relationship based on organizational commitment discussed in this paper refers to the relationship between enterprises and employees, from the perspective of organizational commitment to study and explore the relationship between enterprises and employees. Employee relationship management is to establish a people-oriented organizational culture, carry out effective human capital management for employees, through the establishment of corporate vision and value system, cultivate employees' feelings for the organization, provide organizational support, and strengthen the communication between the organization and employees.

Keywords: Employee relationship, Organization commitment, Employee relationship management.

1. Introduction

In order to establish certain business activities and achieve expected goals, it is very necessary to retain certain members, especially core talents, in the organization for a long time. Most organizations have the ability to attract talented and highly motivated members; however, their ability to retain these members and earn their loyalty varies. Especially in today's increasingly developed market economy, under the situation that everything is based on profit and linked to efficiency, the management of some enterprises is too biased to the side of profit, and the interests of employees, their development, and the quality of their work and life are more or less ignored. Labor disputes and incidents that damage the rights and interests of workers also occur from time to time. Employee relations have been damaged to varying degrees, coupled with the imperfect mechanism of leadership appointment and removal, performance assessment, supervision and restriction, the organizational commitment of employees has been greatly reduced, and the index of brain drain has continued to rise.

2. The Enterprise's Employee Relations

(1) The concept of employee relations

Employee relationship is a collective or individual that defines the scope within the enterprise and is closely related to the operation of the enterprise. It is a kind of interpersonal relationship based on work communication, and the impact is not limited to work. Employee relations include inter-group relationships, inter-individual relationships, inter-individual relationships, and even relationships with specific groups (suppliers, members, etc.) or individuals outside the enterprise. The latter is often referred to as extended employee relations. In the narrow sense, employee relations refer to the mutual connection and influence between enterprises and employees, and between employees and employees, which are brought about by the objectives, strategies and management processes and results in the actual operation process of enterprises. The employee relationship based on organizational commitment discussed in this paper

mainly refers to the internal relationship between enterprises and employees, which is a narrow sense of employee relationship.

(2) Content of employee relationship management

From the concept of employee relationship, the content of employee relationship management involves the construction of the entire enterprise culture and human resource management system. From the establishment of enterprise objectives and value system, the construction and application of internal communication channels, the design and adjustment of the organization, the formulation and implementation of human resources policies and so on. All aspects related to the connection and influence between enterprises and employees, employees and employees are the content of employee relationship management system. Specifically include: labor relations management, employee interpersonal relationship management, communication management, employee situation management, corporate culture construction, service and support, employee relationship management training.

3. Organizational Commitment

Organizational commitment is an important concept in contemporary organizational behavior, which refers to the commitment of organization members to the organization and is used to reflect the psychological contract between employees and organizations. In a large number of studies, organizational commitment has been found to be a stable predictor of individual absenteeism and dimission, as well as an indicator to test the degree of employee loyalty to the enterprise. In addition to the constraints of contract laws and regulations and the influence of economic factors such as wages and benefits, it is also influenced by values, ethics, ideal pursuit, emotional factors, personal abilities, interests and personality characteristics, and these cultural and psychological factors play a decisive role in the commitment behavior of employees. Organizational commitment has many influences on employees' work behavior, mainly reflected in job performance, job change intention, attendance rate, lateness rate, job change and so on. Employees with high commitment clearly show the following three characteristics:

trust and willingness to accept the goals and values of the organization; Willing to devote as much energy as possible to the work of the organization; Proud to be a member of the organization. The higher the employee's organizational commitment, the more they can maintain a high level of work enthusiasm, improve work efficiency, and enhance the organizational commitment

Satisfaction, the lower the turnover rate; On the contrary, the lower the commitment, the lower the work enthusiasm, the lower the work efficiency, the lower the satisfaction, and the higher the turnover rate.

4. Employee Relationship Management Based on Organizational Commitment

The status of employee relationship directly depends on employee relationship management. The harmony of employee relationship determines the level of employee's organizational commitment, which leads to the level of employee's work performance, turnover rate, satisfaction and positive working attitude. It can be seen that organizational commitment is the link between individuals and organizations. Therefore, an enterprise's employee relationship directly determines whether it can have high-commitment employees, that is, human capital, which is also an important factor determining whether an enterprise can survive and sustainable development. Employee relationship management based on organizational commitment is mainly considered from the following aspects:

(1) The organizational culture of an enterprise is the basic content of employee relationship management

The organizational culture is one of the basic contents of employee relationship management, and the organizational culture will have a certain impact on the strength of employees' organizational commitment. It goes without saying that people who internalize different cultural spirits will exhibit different behavioral characteristics of organizational commitment. Because organizational commitment is a specific attitude, it is influenced by values and beliefs, and people's values and beliefs are cultivated by the culture in which they live. The establishment of enterprise culture is not a few empty slogans, but a complete cultural system. In China, Confucianism is the main part of the Chinese national cultural spirit and an important code of moral behavior. It has a continuous effect on Chinese people, and also has a deep impact on the organization of Chinese society, and will have a great impact on the organizational commitment and organizational behavior of Chinese employees. If we can take Confucian culture as our enterprise culture and combine it with modern enterprise system, we believe that our enterprises will enter a new period of development.

(2) Construction of human capital is an important part of employee relationship management

Human resources are not only the cost of production, but also a large amount of wealth owned by the company. People are the most valuable resources of an enterprise, and a person's growth and education are a process of continuous investment and accumulation of their own value. After entering the enterprise, its value is transformed into products and services through labor, and remuneration is a kind of cost expenditure, but more importantly, the play of talent depends on its own reconstruction. The cost of keeping people alive at

a low level alone cannot in any way be compared to an attitude that sees employee development as an investment. Only by recognizing the value of investment in human resources and the connection between employee growth and career development and the long-term success of the enterprise can confidence in such investment be expressed in the formulation and implementation of employee relations policies, and employee relations can reach a higher and farther realm. The establishment of the concept of human resource investment rather than expenditure is conducive to employees with high organizational commitment, that is, it is conducive to the accumulation of human capital, laying the foundation for the development of enterprises, and ensuring the long-term benefits of enterprises and individuals.

(3) Enterprise objectives and value system is the basis for the construction and improvement of enterprise employee relationship management system Common enterprise objectives and values are the basis of employee relationship management. Organization is an important part of employee relations. The enterprise that takes the improvement of enterprise performance as the long-term goal is bound to have more vitality than the enterprise that focuses on short-term profit. The fundamental difference between the two lies in the grasp of employee relationship. The ability to manage effectively is the ability to communicate, create a high level of trust, understand, and motivate, and is the basis for long-term performance. The interests of all stakeholders in an enterprise are achieved through the realization of common goals. Therefore, the starting point of employee relationship management is that employees identify with the goals of the enterprise. Without a common goal, without a common belief, there is no premise of interest. Every good enterprise, by establishing a common goal, integrate all kinds of resources, including human resources, to lead the entire organization to continue to develop and grow, and lead members through the realization of organizational goals, to achieve individual goals. The value of enterprise is the ethical benchmark of enterprise, the common judgment standard and the common principle of conduct of enterprise members, and the basis of organizational norms. With common values, the members of the organization can make a consistent evaluation of a certain behavior or result from the standpoint of the organization. This consistent value is not only the characteristic of the organization, but also the thought and behavior of the members of the organization. Therefore, the identification of common enterprise goals and values is the premise and basis for the construction and improvement of enterprise employee relationship management system.

(4) Interest relationship is the basis of employee relationship management

There are a variety of stakeholders in an enterprise, but the core goal of its establishment and existence is to pursue economic value, rather than simply to meet the needs of individual interests of employees. Further, the rigid constraints of market competition make it a means for enterprises to resist market competition and achieve their core goals to meet the individual benefit needs of employees. Therefore, the goal of the enterprise organization and its competition situation are the fundamental starting point for dealing with employee relations. Although some aspects of modern enterprise embody some characteristics of community organization, many means of building community organization have been widely adopted in management practice. But the fundamental nature of modern business

organization has not changed, economic interests

Relationship is still the most fundamental relationship between enterprises and employees, and the rigidity of interests is the biggest constraint for enterprises to deal with employee relations.

(5) Psychological contract is the core part of employee relationship management

Not long ago, the American psychologist Shein put forward the concept of psychological contract. Although psychological contracts are not tangible, they play the role of tangible contracts. The company clearly understands the needs and development aspirations of each employee, and tries to meet them; Employees are also dedicated to the development of the company, because they believe that the company can meet their needs and aspirations. The connotation and significance of psychological contract lies in the decisive relationship between the employee's psychological state and his corresponding behavior, and the quality of the employee's behavior directly determines his work performance. The main body of psychological contract is employees and their psychological state in the enterprise, and its basic indicators are job satisfaction, job participation and organizational commitment. Because of the differences among employees, their psychological contract requirements are also different. Among the above three indicators, job satisfaction is the most basic and important, and determines the other two to some extent; Especially in economic organizations such as enterprises, the purpose of psychological contract management is to achieve employees' job satisfaction through human resource management, and then realize employees' strong sense of belonging to the organization and high level of investment in work. When constructing psychological contract, enterprises should take their own human resources and individual demand structure as the basis, use certain incentive methods and management means to meet the corresponding needs of employees, motivate employees to take corresponding work behavior as return, and make appropriate adjustment in incentive based on the reaction of employees. According to the satisfaction of personal expectations and needs, employees determine their relationship to the enterprise, and therefore determine their work performance; Along this trajectory of determining relationships, it forms the way psychological contracts are constructed. This is the psychological contract cycle process of modern human resource management, and it is also the core part of enterprise employee relationship management. Like other management fields, the management of psychological contract also needs to use the force of rigid system regulations, corporate culture shaping, and the work skills of managers to complete.

(6) Respect and motivation for employees, communication and communication with employees, and employees' participation in the enterprise are also the most important contents of employee relationship management. Motivation is the main means to arouse people's inner potential and enthusiasm. It not only promotes people to meet their needs at various levels and stages, but also enables them to be satisfied after completing their work and achieving their goals. Moreover, reinforcement increases the frequency of high-level performance and inspires personal upward strength. People are willing to do things that can be rewarded, whether

it is material reward or spiritual reward. All voluntary activities of people are based on the psychology of reward. Therefore, enterprises obtain high performance and employees improve their skills at the same time. In terms of employee relations, it is reflected in a good employee style and a high sense of commitment to the enterprise. Respect, equality and trust are interpersonal relationships which are based on common values and human care, without the concept of hierarchy. Although there are differences in education, ability and skill, culture and belief, and the size and value of individual contribution within the enterprise are different, everyone's need for respect and trust is the same. Equality and respect can trigger people's deep emotional resonance, arouse their creativity and sense of participation. Trust also strengthens the bond between the organization and employees, and conflicts of interest can be alleviated and resolved in a harmonious relationship. Communication and exchange are effective ways for organizations to understand their employees. Through communication and exchange, employees can feel the organization's care and support, and solve problems encountered by employees or provide services; And the organization can also learn from the employees' changes in mentality and various needs, so as to timely adjust the employee relationship and lay the foundation for obtaining a good employee relationship. Employee participation is an important embodiment of the integration of enterprises and employees, which not only enables employees to have a sense of ownership, but also enables enterprises to get a lot of good suggestions and strategies with the participation of employees, which not only improves the sense of responsibility of employees, but also greatly improves and improves the performance of enterprises. If an enterprise wants to have a good development prospect, it must have an excellent employee team, that is, human capital. Employee relationship management is the key to optimize employee relationship. A good employee relationship will enable employees to have a high degree of trust and satisfaction in the organization, enhance their organizational commitment, improve their work performance and satisfaction, and reduce the turnover rate. Bring vitality and vitality to the development of enterprises.

References

- [1] Deng Guohua, Xu Kean: Current Situation and Countermeasures of Employee Management in High-tech enterprises in China, *East China Economic Management*, Vol16(1).
- [2] Tan Sheng, Ling Wenquan. Organizational Commitment of employees in Chinese enterprises and its thinking [J]. *Management Research*, 2002(4).
- [3] Sun Lijun. Employee turnover control based on Organizational Commitment Characteristics of Chinese employees [J]. *Economist*, 2003(8).
- [4] Yuan Jie. The quality of all employees is the cornerstone of the survival and development of State-owned enterprises [J]. *Gansu Social Sciences*, 1998(5).
- [5] Sun Shida. Goal Integration Promotes the Common Development of Enterprises and employees [J]. *Journal of Beijing Planning Labor Management Institute*, 2002(2).