

Enlightenment of Positive Psychology on Human Resource Management

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Abstract: This paper analyzes the concept and main ideas of positive psychology, discusses the theoretical basis of applying the principle of positive psychology to human resource management, analyzes the problems encountered in the development of modern enterprise organization from a practical point of view, and discusses its enlightenment to human resource management of enterprises. From how to establish enterprise culture and create a positive working environment for enterprise organization, to training enterprise employees, including employee recruitment, employee motivation, employee training and career planning. It has good practical value for the management and development of human resources in enterprises.

Keywords: Positive psychology; Human resources; Management; Employee development

1. Introduction

With the rapid development of China's economy, enterprises are also facing the gradual maturity of the market and fierce competition. Therefore, we pay more and more attention to our own development. However, no matter which stage the enterprise develops to, the leaders will inevitably suffer from various problems. The market problem outside the enterprise is important, but for the development and growth of any organization, the more important challenge comes from inside the organization. What matters is not how to solve practical problems, because most of the time, solving problems does not mean that the positive factors that activate the organization will naturally arise. How can we make the beliefs and judgments of the members of the organization more positive? I'm afraid this is a problem that every enterprise manager pays close attention to. The emergence of positive psychology may be an important tool for enterprise managers^[1].

In the field of academic research, positive psychology is defined as "a science that studies the conditions and processes that are conducive to giving full play to the best state or function of people, groups and institutions". It puts forward the idea of active prevention, and holds that the great progress made in the prevention work comes from systematically shaping various abilities within the organization, rather than correcting defects.

2. Introduction to the development of positive psychology

Positive psychology is an important psychological force which first emerged in western psychological field at the end of the 20th century. It was first put forward by American psychologist Martin Seligman, who advocated that psychological research should focus on people's actual potential, constructive power and virtue. He advocated a new explanation of people's psychological phenomenon, thus stimulating people's internal positive power and excellent quality, and in this process, he sought to help people to maximize their own potential and obtain happiness and happiness. The

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research on positive psychology mainly focuses on the study of people's positive emotions and experiences, positive personality traits, positive environmental relationships, etc. Positive psychology research shows that happiness, hope, confidence, happiness and satisfaction are the main motives of human achievement, and human positive psychological quality is the core element for human survival and development. At present, positive psychology has been mentioned or applied in various fields of society. It is of great significance to apply the research results of positive psychology to modern human resources management, and how to tap the positive psychological quality of employees to improve the performance of enterprises or organizations^[2].

3. Development problems faced by enterprises

For all growing enterprises, personnel changes, changes in management rules, changes in responsibilities of various positions, division and merger of departments, all of these problems will lead to drastic changes in the organization and high level of uncertainty in the organization, which makes employees still full of insecurity in their career. At the same time, how to choose an incentive mechanism suitable for the direction of the enterprise in the process of enterprise development and enhance the sense of honor and participation experience that the employees can get will affect the stability and development of the enterprise to a considerable extent^[3].

4. The Enlightenment of positive psychology in enterprise human resources management

Psychological research shows that cultivating positive and optimistic mood is one of the important ways to make employees happy. If the employees have positive emotions such as happiness, optimism, openness and satisfaction, they also have strong self-regulation ability, and they can better coordinate and control their emotions, better devote themselves to work, and enhance their enthusiasm and initiative. A positive and optimistic mood can expand the thinking of the employees, eliminate the negative mindset, be able to face the setbacks and difficulties in work and life with a positive attitude, and meet various challenges at work with a positive attitude, which has positive significance to the efficiency of the organization and the development of the enterprise^[4].

4.1 Positive effect on establishing excellent enterprise culture

The staff's positive and enterprising mentality is very beneficial to the development of the enterprise. Positive psychology also emphasizes that people's positive power is not only a static personality trait, but also a dynamic psychological process, which can effectively analyze the surrounding environment and make a reasonable explanation. Taking optimism as an example, an optimist is not blindly optimistic regardless of the specific conditions of the environment, thus putting himself in danger. On the contrary, he can pay close attention to the dangerous information in the surrounding environment and selectively express or carry out his actions in a reasonable way according to the specific situation of different problems. Therefore, people's positive strength includes not only some personality characteristics, but also the ability to correctly use all kinds of resources and skills at the right time to achieve their goals or solve difficulties. In short, it is flexible to adjust oneself in order to obtain good results.

The "3T" culture of Sino-US SmithKline is a good example of corporate culture. "Mutual trust, openness, transparency and initiative" enables employees to work openly and actively in a trusted environment, which can greatly stimulate employees' potential, innovate, improve work efficiency and enhance employees' sense of belonging to the enterprise^[5].

Google's "Silicon Valley Culture" and HUAWEI's "Mattress Culture" are also two cultures familiar with Chinese enterprises. Although there are many essential differences, both companies encourage employees' positive power from different levels. No matter what kind of culture an enterprise adopts, it must be supported by its strength. Establish a good corporate image and reduce employees' complaints about the organization. The future is full of hope, but there are still many uncertainties in the way forward, such as personnel changes, changes in job responsibilities, division and merger of departments, changes in management systems, and so on. All these will easily lead to employees' feel insecure and even complaints in their careers. Therefore, the establishment of a good corporate image must be based on mutual trust, respect, communication and improvement. As the enterprise becomes stronger and stronger, we should

speak more and more clearly. Only by changing the cultivation of human resources from the past management measures to positive incentives and guidance, will it inevitably bring about employee satisfaction, employee vitality and creativity.

4.2 Conducive to creating a harmonious team working environment

Positive attitude towards life is the expression of the essential strength that people gain in social life, and it is the internal motive force of people's work and life. The cultivation of employees' positive attitude towards life is helpful to cultivate employees' optimistic attitude towards life, harmonious interpersonal relationships, and healthy and cheerful emotional characteristics, so as to enhance their psychological self-regulation ability and social adaptability, thus achieving a "win-win" situation for enterprises and employees^[6].

4.2.1 Establish harmonious interpersonal relationship

Managers should pay more attention to employees' daily life and work, strengthen interpersonal communication in enterprises, establish harmonious interpersonal relationships, embody the basic concept of humanized management, embody the warmth of big families, and meet the needs of employees' professional belonging and self-realization. Interpersonal communication is the most effective way to establish harmonious interpersonal relationship. Effective interpersonal communication is one of the important ways to release and relieve pressure, enhance self-confidence, establish good interpersonal relationships and improve the cohesion of enterprise teams.

4.2.2 Cultivate employees' optimistic attitude towards life

Optimistic employees often see the bright side of life, are full of hope and confidence in the future, have strong enthusiasm for their work, and exert their wisdom and ability in it. Even when encountering difficulties and setbacks, they can be brave in hardships, struggles and innovations, thus improving work efficiency.

Greatly improve the morale of employees and enhance their recognition of enterprises. People's positive strength includes not only some personality characteristics, but also the ability of people to use their resources and skills correctly at the right time to achieve their goals and solve the difficulties they face. In this process, we need the power of the environment. How to make employees' beliefs and judgments more positive, how to make employees actively follow and devote themselves to the development goals of enterprises, how to improve employees' happiness, stimulate their internal potential, overcome job burnout and enhance their sense of belonging are all issues that managers should pay great attention to. To improve the morale of employees, we can start with happiness management, whose essence is to make employees feel happy at work, grasp the unity of work and people, and create a harmonious atmosphere for groups^[7].

4.3 The positive role of positive psychology in the development of employees in enterprises

4.3.1 Staff recruitment

Nowadays, according to the actual situation of the organization, many enterprises employ psychologists and human resources experts to work out the post competency model together, so as to achieve job matching and improve recruitment skills according to individual characteristics and differences. Competency refers to some potential personal characteristics, such as motivation, personality, self-image, values, knowledge and skills. These characteristics are directly related to excellent job performance. The research of positive psychology has confirmed that compared with ordinary people, those who have positive ideas have better social morality and better social adaptability, and they can face pressure, adversity and loss more easily, and they can cope with the most unfavorable social environment. Any organization with a long-term vision hopes that its employees will have positive qualities, such as sense of responsibility, optimism, courage, enthusiasm for work, and hope for the future, so as to form a positive force that is full of vitality and can fight against problems^[8].

4.3.2 Employee incentive mechanism

An incentive mechanism that adapts to the current business direction is the cornerstone of efficient management of an organization. Effective use of incentives can improve the enthusiasm of employees. The core of motivation lies in

grasping and satisfying the internal needs of employees. In the process of human resources development, it is necessary to meet the needs of employees' career development, which is to provide employees with growth space that meets their personal development wishes and the needs of enterprise development, and provide effective growth guidance and development environment so that employees can consciously develop together with enterprises.

The representative incentive theories at home and abroad mainly include Maslow's hierarchy of needs theory, Al-tef's "survival, relationship and growth theory", McClelland's "achievement needs theory" and Herzberg's two-factor theory. These psychological incentive theories have important guiding significance in developing efficient incentive mechanism^[9].

For example, in Galanz, the assessment rules, process and results of grass-roots personnel are open, and there are large bulletin boards in each workshop, which clearly record the work completion and assessment results of each production team and each worker. For the production team, it is necessary to assess the completion of the whole team's product quality, output, cost reduction, discipline compliance, safety production and other indicators, and record the number of completed workpieces, overtime hours, rewards and punishment items, etc. of each worker. According to these assessment results, everyone can clearly know how much they should take, where others are strong, and where they need to improve in the future.

For middle and high-level managers, Galanz usually only gives them monthly salary of several thousand yuan, and focuses on the financial year. Galanz combines the company's overall performance, profitability and managers' salaries, and encourages outstanding managers by means of year-end awards, distribution of performance shares and participation in capital shares. For example, all qualified managers will receive a number of year-end awards; In addition, outstanding managers are publicly selected to participate in the allocation of incentive funds reserved by the company, which are extracted according to the company's profitability; Among them, the best managers distribute the following year's dry shares, do not need to pay cash to buy company shares, and can participate in a certain percentage of dividends in the next year; After several years' assessment, the senior managers who can be promoted to the core level of the company, they can buy the company's equity and become the formal shareholders of the company. At present, more than 50 middle and senior managers hold Galanz shares (capital shares), and more than 70 managers own dry shares, which together constitute the unity of Galanz's interests.

4.3.3 Training and development of employees

People with positive psychology have better social morality and better social adaptability, which is the core of enterprise competitive advantage. Cultivating employees' positive personality begins with establishing good qualities, focusing on stimulating the actual or potential strength of individuals and gaining self-confidence, hope, optimism and resilience. To help employees cultivate positive personality traits, we should focus on the following aspects:

Strong self-motivation: In reality, people with positive psychology are generally people with strong realistic self-motivation. They have the ability to run towards the goals they have set. Therefore, it is necessary to cultivate employees' motivation to work actively, make them understand the significance of work, improve their understanding level, and form a high value judgment on the post work itself.

Realistic self-expectation: A person with positive psychology believes in his own ability and potential, and keeps the upward momentum of efforts. Looking forward to a selective position, keep healthy body, keep increasing income, have warm friendship and new success, and always regard problems as opportunities to challenge ability and determination. Enterprises should carry out targeted training for employees according to their own development and work requirements, which can not only improve their working ability, but also make employees feel valued and concerned in the enterprise^[10].

Constant self-cultivation-self-cultivation is the practice of thinking, that is, the exercise of thinking, constantly establishing new ideas and discarding old things stored in the subconscious. Self-cultivation can form or destroy a habit, and can produce a permanent change in your mind to help you achieve your goals. From the current situation of the development of Chinese enterprises, it is in the process of rapid growth and transformation. Emancipating the mind and changing the concept to adapt to the change is also the degree of self-cultivation of our employees.

Rational self-respect is a very important and basic character that enterprise employees should cultivate. A person

with positive psychology must have a strong sense of self-worth and self-confidence. In the face of challenging work, he is confident and can make necessary efforts for success.

Timely self-regulation-Self-regulation means to control one's own destiny. Self-regulation in a positive psychological state is active, which has the best control over the development of one's own thoughts and abilities, and can design one's own career well. When the boundary environment continues to develop, employees can maintain a positive attitude through effective self-regulation and eliminate the influence of bad emotions and bad environment. Moreover, once imbalance occurs, they can adjust themselves in a timely and effective manner, which will give employees a positive view of enterprise difficulties and lay a foundation for their hard work.

4.3.4 Employee career development

When employees encounter bottlenecks in their careers, it is of great significance for leaders to actively understand.

Career planning management is an important tool to achieve win-win for both individuals and enterprises. For individual employees, with the help of career planning, they can accurately know themselves, find out their career orientation, make learning and training plans, and enhance their professional competitiveness; With the help of career planning and management, enterprises can deeply understand employees, take stock of talents for designing organizational structure suitable for enterprises, improve their satisfaction and loyalty, and reduce the use cost of human resources. When employees find that their career planning is gradually being realized, their relationship with enterprises will become closer, resulting in a positive career mentality. A positive professional attitude will produce positive driving force, trigger positive actions and achieve positive results.

In fact, many large enterprises, such as Lenovo, have started the internal post adjustment system. Once employees are not qualified for their current jobs, they are not advised to leave their jobs according to the "last elimination system", but are given more opportunities as much as possible, such as applying for other positions within the enterprise.

5. Summary

The ultimate goal and highest ideal of social development is not only economic growth and material prosperity, but the all-round development of human beings on this basis, which is the real need of human development in contemporary society. The birth of positive psychology is the product of this real need. To some extent, positive psychology is the only way to realize human humanistic care and ultimate care. The enlightenment brought by positive psychology should not only be reflected in the research and development of psychological theory, but also in the positive creation of enterprise development and talent cultivation. Although there are still many ways to go, positive psychology has opened the door for us to explore happiness.

In a word, in the process of human resource management, managers should put people first, implement humanized management, help employees optimize their psychological quality, help employees create a healthy and happy working atmosphere, cultivate their positive attitude towards life, so as to realize the common development of enterprises and employees.

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