

Knowledge Employees Management Strategy Based on Psychological Contract

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Abstract: In the era of information economy, the management of knowledge employees has become the focus of enterprise human resources. As the link between enterprises and knowledge employees, psychological contract injects new blood into knowledge-based management mode. Based on the related research results at home and abroad for reference, this paper expounds the definition and characteristics of psychological contract and the knowledge employees. Taking X Company, a leading company in a certain industry, as the research object, combining questionnaire and interview, this paper investigates the current situation of knowledge employees in X Company management present situation, analyzes its existing problems, sorts out effective measures, digs out the highlights of the knowledge employees management, and puts forward the effective strategy of knowledge employee management on this basis.

1. Introduction

Knowledge employees are the core factors for the organization to survive, develop and add value. Knowledge employees are often able to use their own professional knowledge and skills and creative thinking to complete their work independently and efficiently, they are mainly in the fields of research and design, sales, financial, consultation and other fields.

Knowledge employees have high independence, strong sense of self-worth and self-achievement, strong desire for learning, multi-level needs and other characteristics. Traditional economic contracts have little effect on constraining and motivating them, while psychological contracts may play a more important role in the constraining and motivating knowledge employees.

Based on the current theory of psychological contract and knowledge employees management, combining questionnaire and interview, this paper investigates the current situation of knowledge employees management in X Company by referring to relevant research results at home and abroad, digs out the highlights of the knowledge employees management, and puts forward the effective strategies to improve the management.

2. Investigation and research on psychological contract of knowledge employees in X Company

2.1 Measurement tools and methods

Main business of X Company involves enterprise consulting services, financial consulting services, global human resources, etc. Their workers are young, with bachelor's degree or above. The company has high proportion of senior professional talents who are eager to learn, have strong learning ability and high independence, which in line with the definition of knowledge employees.

This research uses a self-make questionnaire on psychological contract for employees of X Company, which is formed on the basis of relevant literature and existing questionnaires of psychological contract, combined with the actual operation and management of X Company, as well as interviews among 10 employees in advance. The interview includes what employees believe that the enterprise should be held accountable to employees; the employees' responsibility to the enterprise and the factors that affect employee turnover. After confirming the questionnaire, the employees of X Company are sampled for statistical analysis of the survey data.

The questionnaire in this paper mainly carries on two aspects: the first part collects basic information of employees, including personal information, work experience and other information; the second part measures the psychological contract situation of employees in X Company, including the organization's responsibility to employees and the employee's responsibility to the organization. Each angle is composed of three dimensions:

(1) Transactional responsibility: employees' commitment to the organization about company confidentiality, compliance with rules and regulations, resignation and other loyalty factors;

(2) Developmental responsibility: factors related to mutual support and development between employees and organizations;

(3) Interpersonal responsibility: communication between superiors and subordinates, teamwork and other interpersonal factors.

The five-point scoring method is adopted in the questionnaire. Employees check and select each factor based on their cognition according to the degree of influence.

2.2 Descriptive statistics of measured samples

The test sample includes 40 people. We distributed 40 questionnaires and recovered 36 questionnaires, with a recovery rate of 90%. By analyzing the recovered questionnaires, 34 questionnaires effectively meet the requirements of the survey; the effective rate was 94.45%.

Among the survey samples, there were 14 males (41.18%) and 20 females (58.82%).

There are 26 people with bachelor degree, accounting for 76.47%, and 8 people with master degree, accounting for 23.53%.

The sample is divided into six age stages: 20-25 years old, 26-30 years old, 31-35 years old, 36-40 years old, 41-45 years old and above 46 years old. The specific age distribution is shown in Table 1. According to the data from the questionnaire, employees under 35 years old account for 85.3% of the total employees, which are very young workforce.

2.3 Measurement data analysis

2.3.1 Transactional responsibility

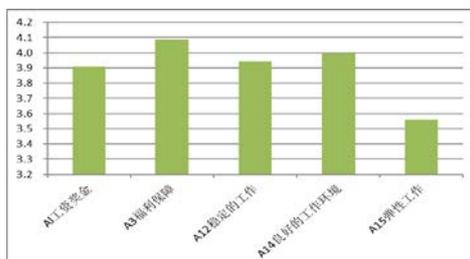


Figure 1-a. employee satisfaction with transactional responsibility of organization

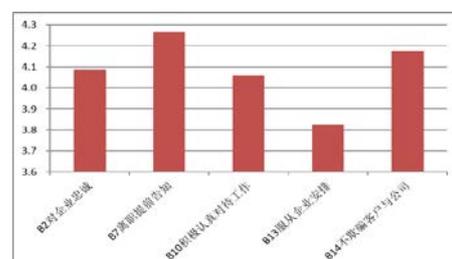


Figure 1-b. employee self-satisfaction with transactional responsibility

As shown in figure 1, the overall average employee satisfaction with transactional responsibility is 3.975. Employees of X Company are satisfied with the relevant salary, welfare and working environment. Analyzing actual salary and welfare of X Company's comprehensively, we can find that its actual salary and welfare treatment is good, which has core competence compared with same industry, and has leading advantages in management. However, there are 15% employees not satisfied with X Company's provision of "flexible working hours and locations", while X Company provides abundant holidays and sufficient overtime subsidies. The heavy work of X Company in busy time often makes employees feel great pressure and find it difficult to balance with life.

Weighted mean of self-satisfaction of employees in X Company is 4.1. Employees think that in terms of such factors, they are highly satisfied with themselves. However, when the company's system comes to their own interests, such as job posts, about 30% employees may not actively cooperate with the company.

2.3.2 Developmental responsibility

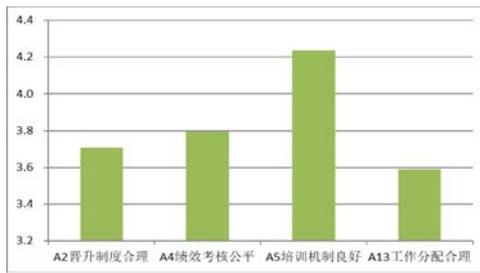


Figure 2-a. employee satisfaction with developmental responsibility of organization

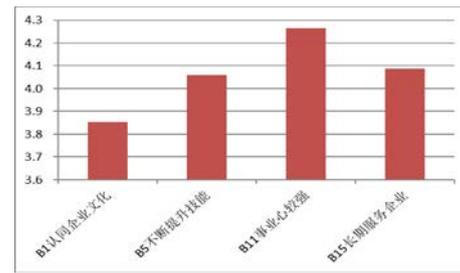


Figure 2-b. employee self-satisfaction with developmental responsibility

As shown in figure 2, the overall average employee satisfaction with developmental responsibility is 3.88. Performance and promotion system cannot make employees satisfied and accounted for a relatively high proportion of “unsatisfied” factors, reaching 6% and 12%. Performance management is related to the promotion system closely. If there are problems in the performance appraisal, the promotion system will inevitably have defects, which will lead to dissatisfaction with the work assigned. Many employees worry about their own development in the company because of the number of employees and fierce competition. At the same time, the company's performance appraisal is once a fiscal year, which lasts for a long time, there are deficiencies in the employee performance appraisal. According to Adams equity theory, employees who think they have dedicating a lot due to the long working hours, but fail to match the corresponding remuneration and promotion, will have negative emotions.

As a large group of knowledge employees, weighted mean of self-satisfaction with developmental responsibility of employees in X Company is 4.1. It can be seen that employees have high requirements and satisfaction with themselves. They are highly motivated, and want to give full play to their potential and advantages, make progress to achieve self-realization. Besides, they are willing to connect their career development with the company.

2.3.3 Interpersonal responsibility

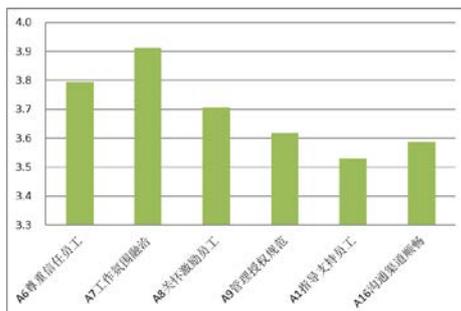


Figure 3-a. employee satisfaction with interpersonal responsibility of organization

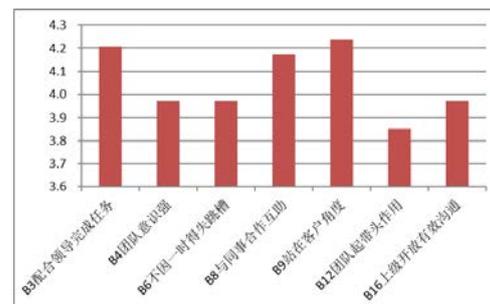


Figure 3-b. employee self-satisfaction with interpersonal responsibility

As shown in figure 3, the overall average employee satisfaction with interpersonal responsibility is 3.68. Although employees think that X Company has a good working atmosphere, it is not easy to get guidance and resource support from superiors. They believe that the work assigned by the company is not in line with their ability, and the extent of authorization is not enough when handling the work, which may be related to the their work. Main business requires high accuracy, something goes wrong will cause great loss. However, the work content of internal service departments is more standardized, with less room for staff to adjust, and the quality management department has a wide range of supervision and management on the work of employees, so the survey results show that employees are less satisfied in this aspect.

The weighted mean of self-satisfaction with interpersonal responsibility of employees in X Company is 3.95. Employees have high satisfaction with themselves. They have a good sense of responsibility for the organization and consider problems from the perspective of customers, which

are related to their high quality, high ability and high autonomy. At the same time, they recognize that they still have some shortcomings, such as not being good enough to offer extra help to colleagues, and not being dedicated enough.

3. Management strategies for knowledge employees

3.1 Optimize the performance management system

3.1.1 Establish a diversified subject structure for assessment.

In the performance appraisal of most companies, employees themselves, superiors, subordinates and HR are involved, and customers seldom participate. However, in their actual work, employees all have their own “customers”. Satisfaction and evaluation of customers, to a certain extent, also reflect the effectiveness and attitude of employees, so it is necessary to increase the proportion of customer evaluation, in order to improve the accuracy of performance appraisal.

3.1.2 Optimize the frequency of performance appraisal.

For long-term work projects, if unified assessment is carried out at a certain period of the year, fuzzy evaluation can only be carried out according to subjective impression. Therefore, these work items can be evaluated and monitored, and other indicators can adopt the form of annual performance appraisal to improve the quality of employee performance appraisal and be helpful to reduce the cost of that.

3.1.3 Conduct performance coaching for employees.

In the actual work of employees, superiors can conduct flexible and appropriate performance coaching to employees by means of interviews, meetings and walking-around management according to the working process and task difficulty of subordinates, so as to reduce the work errors and reduce the work pressure of employees.

3.1.4 Communicate and assess timely.

The company should strengthen communication with employees, set feasible performance targets for employees, and understand their opinions on performance appraisal; also should timely feedback to employees and explains the results of performance appraisal, give appropriate reward to excellent employees, and stimulate their sense of achievement. For employees with poor performance appraisal, the company should help analyze their existing problems and put forward reasonable promotion strategies.

3.2 Attach importance to training and career planning

3.2.1 Improve the training system.

The company should pay attention to staff training and development, not only need pre-service training of new employees, but also should arrange training courses and online courses for old employee. Arrange senior and elite employees of company to teach as mentors. Provide incentive measures to encourage workers to learn, relate the training and examination of employees with KPI and promotion appropriately, and greatly encourage them to participate in training and improving themselves.

3.2.2 Establish Global consciousness.

Select excellent employees and provide overseas training or work opportunities for them, so that they will have global vision and experience.

3.2.3 Attach importance to professional certificates.

Encouraged employees to take all kinds of examinations related to the company's business, set up exam holiday, reimburse the exam expenses for employees, and pay bonuses to employees with excellent test scores.

3.2.4 Pay attention to employees' career development and establish “community of interests”.

Combine the career management of employees with the organizations closely, and integrates the personal needs with the organizational needs organically; provide career-oriented training to achieve organizational goals through individual career development.

3.3 Company culture and leader communication

3.3.1 Provide mentors to communicate and guide employees in professional and personal growth.

Communicate with new employees before starting their work, answer their questions about induction, such as work content and system, and communicate timely after induction. In addition, in practical work, department leaders should regular talk with employees to understand their ideological trends, work needs and feelings. Leaders who have distinct definition of psychological contract can effectively pass ideas to employees and collect their ideas and information, help them understand the content of psychological contract.

3.3.2 Establish human-oriented and considerate enterprise culture.

If employees accept the enterprise culture, they will actively participate in the construction of company. Understand employees' demands, discuss and communicate with them when they have demands for work content, methods or career development, and properly meet their reasonable work demands. For example, reduce the frequency of evection, subdivide the business area, dispatch employees on small scope, and increase the travel subsidy. During long business trips, the company should appropriately arrange for return home or send kinsfolk together.

3.3.3 Enhance social responsibility of enterprise.

Emphasize the joint participation of employees to strengthen the social responsibility of the enterprise. Carry out public-spirited activities and ethics (social responsibility) training, and grant employees leave to participate in volunteer work in support of social responsibility of enterprise according to their level.

3.3.4 Expand the concern objects and take employees' families into account.

Employees' parents or children are the focus of their life in addition to work, so the company should increase the degree of care for employees, which should cover various aspects of employees' lives and promote their physical and mental health. In the relevant holidays, the company should design activities to show gratitude to parents and care for children, or give small gifts to employees' families to express the company's concern.

3.4 Improve and standardize the quality management process

Standardize the format of documents, reports and e-mails; record the work steps into corresponding system; arrange someone to recheck, once a mistake arises, the corresponding person in charge can be found quickly to make up or make accountability.

Establish a quality management department to be responsible for the safety and quality of the company's projects. Monitor key indicators to control overall cost and the work quality of managers, continuously evaluate quality, prevent defects to reduce errors and rework in customer service.

Set up information technology service department, maintain the separate system, and do not use external insecure applications. Strengthen the security management of employees through training, random check of workplace and send emails.

3.5 Improve the working environment and reduce the working pressure of employees

3.5.1 Give reasonable remuneration to employees for their efforts.

To a certain extent, the company should improve salary and welfare system, especially invest more money in the overtime allowance and welfare, refine the overtime subsidy gradient, reward or promote outstanding staff, improve internal remuneration (authority and development opportunities),

especially the stock option, which will make the employees think that their high-intensity labor can exchange more economic benefits and welfare.

3.5.2 Implement flexible working system and help employees balance work and life.

Knowledge employees are mostly mental work, which does not require strict supervision. Therefore, non-fixed working hours and workplace system can be adopted. Flexible working system not only makes employees' working hours more flexible and reduces work pressure, but also helps them balance family life and hobbies with work relationships, also it saves a lot of operation and management costs.

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