

# Management Psychology in Human Resource Development and Enterprise Management

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**Abstract**—In the field of enterprise management, the rational application of the concept of psychology, the construction of a perfect development system, and the realization of fine and standardized management can effectively improve the quality and efficiency of enterprise management. In human resource development and enterprise management, the rational application of psychological knowledge to build a harmonious and unified working environment, effectively enhance the sense of belonging and satisfaction of employees. Based on this, this paper focuses on the analysis of the application of management psychology in human resources development and enterprise management, discusses the basic concepts and key points of management psychology, and discusses the specific application points of management psychology in human resources development and enterprise management from the two levels of grass-roots management and high-level management.

**Keywords**—management psychology, human resource development, enterprise management, application path

## I. INTRODUCTION

Management psychology is an important branch of psychology application, which is a scientific system based on human psychological activities. Management psychology, also known as organizational psychology and organizational management psychology, focuses on the research and analysis of human behavior, habits, etc., to explore ways to improve work efficiency and employee satisfaction. This discipline has significant advantages in the application of human resources development and enterprise management. In order to effectively improve the quality and efficiency of management, it is necessary to deal with it based on the theories and methods of psychology.

## II. HUMAN RESOURCE DEVELOPMENT AND BUSINESS MANAGEMENT PSYCHOLOGY APPLIED PHILOSOPHY

### A. PUA Management Concept

The “PUA” management model, full name of Pick-Up Artist, originally means “pick-up artist”, is a psychological theory based on mind control. In grass-roots management, the focus of “PUA” management mode is to achieve motivation, guidance and control through various ways, solve practical problems, and achieve short-term work goals (Ma, 2023).

### B. Community of Interests

Contingency theory holds that the effectiveness of leadership is affected by leadership style and situational matching degree. In the case of top management, the analysis

is based on Fidler’s contingency model, Hussey and Blanchard’s situational leadership theory, and the analysis is based on motivational factors, leadership style, organizational behavior and employee engagement. It can be found that although the “PUA” management mode has a certain effect in the grass-roots management, it is not efficient in the senior management. In senior management, comprehensive management is mainly carried out in the form of stock, performance binding, partnership and other systems to enable senior employees to participate in the company’s benefit sharing and enhance their sense of responsibility and loyalty (Chen, 2023).

### C. Combination of Economics and Psychology

Therefore, in senior management, the management mode of building a community of interests is a management concept that integrates economics and psychology. By maintaining the community of interest relations, conflicts and frictions within the organization can be effectively reduced and management efficiency can be improved. According to the survey, more than 65% of senior managers have certain psychological knowledge and management skills, and flexible application in human resource management can improve the management effect (Chen *et al.*, 2022).

## III. THE APPLICATION OF MANAGEMENT PSYCHOLOGY IN HUMAN RESOURCE DEVELOPMENT AND BUSINESS MANAGEMENT

### A. Grassroots Human Resource Development and Enterprise Management

#### 1) Application practice of “PUA” management concept

Through the survey, it can be found that a total of 64% of enterprises said that the way of PUA enterprise management, the effect is remarkable. Mainly for business services, consulting, accounting and public relations, law and other industries are relatively more. The forms of “PUA” are varied, with “psychological guidance” and “exploring potential problems” accounting for 60% and 57.8% respectively. There are also 28.8% of “insufficient analytical ability” (Qin, 2021). The PUA experienced by grass-roots managers in different age groups also has certain differences. For the post-00s, post-95s and post-90s youth groups, the main nature is “making career plans”, which has a certain relationship with the lack of social experience and judgment ability of the youth group, accounting for 60%. For the relatively older grass-roots employees, the main “PUA” management mode is mainly “career planning”, “business

ability improvement” and so on, accounting for 65%. The proportion obtained in this time is the percentage of the surveyed people who make a single choice. The details are shown in Table 1.

Table 1. The type and proportion of enterprises represented by PUA

PUA Enterprise Management Type	Scale
Mental guidance	60%
Excavate potential problems	57.82%
Lack of analytical ability	28.8%
Make career plans	60%
Business ability improvement	65%

Note indicates the proportion of a single questionnaire survey.

2) Integration of “encouragement” and “suppression”

The essence of grass-roots management based on “PUA” management model is a mental control method to improve employee loyalty and reduce turnover rate. The regression model was divided into three groups, and the regression results were analyzed as follows: internal motivation in emotional engagement ( $\beta = 0.30, p < 0.01$ ), relationship-oriented leadership ( $\beta = 0.25, p < 0.01$ ), organizational culture satisfaction ( $\beta = 0.35, p < 0.01$ ); Internal motivation in cognitive engagement ( $\beta = 0.32, p < 0.01$ ), relationship-oriented leadership ( $\beta = 0.27, p < 0.01$ ), organizational culture satisfaction ( $\beta = 0.33, p < 0.01$ ); Internal motivation of behavioral engagement ( $\beta = 0.31, p < 0.01$ ), relationship-oriented leadership ( $\beta = 0.26, p < 0.01$ ), organizational culture satisfaction ( $\beta = 0.34, p < 0.01$ ). The results of regression analysis show that internal motivation, relationship-oriented leadership and organizational culture satisfaction all have significant positive effects on employee engagement, indicating that these factors play an important role in improving employee engagement. It can be seen that understanding the psychological needs and motivations of employees through psychological principles and taking appropriate rewards and incentive measures can enhance their work motivation and loyalty. The combination of “encouraging” and “suppressing” management mode can significantly improve the management effect. The regression results of the grass-roots management regression model based on the “PUA” management model are shown in Table 2.

Table 2. Regression results of grass-roots management regression model based on “PUA” management model

Group	Type	Return to the results
1	Emotional input in the internal motivation	$\beta = 0.30, p < 0.01$
	Relationship-oriented leadership	$\beta = 0.25, p < 0.01$
	Organizational cultural satisfaction	$\beta = 0.35, p < 0.01$
2	Internal motivation in the cognitive input	$\beta = 0.32, p < 0.01$
	Relationship-oriented leadership	$\beta = 0.27, p < 0.01$
	Organizational cultural satisfaction	$\beta = 0.33, p < 0.01$
3	Internal motivation in behavioral engagement	$\beta = 0.31, p < 0.01$
	Relationship-oriented leadership	$\beta = 0.26, p < 0.01$
	Organizational cultural satisfaction	$\beta = 0.34, p < 0.01$

It can be seen that understanding the psychological needs and motivations of employees through psychological principles and taking appropriate rewards and incentive measures can enhance their work motivation and loyalty. The combination of “encouraging” and “suppressing” management mode can significantly improve the management effect.

B. High-level Human Resource Development and Enterprise Management Means

Based on the perspective of management psychology, senior managers not only pay attention to individual management, but also pay attention to the long-term interests of the team and the enterprise. According to the survey, 33.62% of senior employees are satisfied with the company’s management mechanism and style. Table 3 shows the satisfaction of senior employees with enterprise management.

Table 3. Comparison of senior employees’ satisfaction with enterprise management

Subdimension	Complaint index (%)	Management satisfaction index: (%)	The average value
Product	0.00	86.22	5.51
Quality	10.35	24.13	
Social Image	10.35	24.13	4.42
Company Development	17.24	27.62	4.94

Through data analysis, it can be found that the satisfaction rate of senior employees to the enterprise is 33.62%, and they are also satisfied with the management mechanism and style of the company. Employee satisfaction is an important factor that directly affects employee’s salary surface, teamwork ability and enterprise loyalty. From the perspective of psychology, it can be found that working environment and conditions are important factors affecting employee satisfaction. A good working environment includes working atmosphere, teamwork and basic office facilities, etc. Senior employees pay more attention to the long-term development and interests of the enterprise, and better understand how to maintain the interest community relationship under the interests. These factors will improve the work efficiency of senior employees (Ye, 2021).

IV. THE APPLICATION OF MANAGEMENT PSYCHOLOGY IN HUMAN RESOURCE DEVELOPMENT AND ENTERPRISE MANAGEMENT

A. Strengthen Commonsense Education to Achieve Comprehensive Guidance

In enterprise management, we should be aware of the differences between grassroots management and senior management, analyze from the perspective of psychology, and strengthen the education and guidance of psychology, so as to effectively enhance the systematization and its human nature.

In this regard, it is necessary to build a normal management mode in practice, take management psychology as an important evaluation factor for enterprise work development and research, evaluate the existing problems of enterprise management based on psychological indicators,

and apply it reasonably based on the actual situation. Based on the survey data and results, the failure assessment is carried out, the quantitative evaluation is processed, and the index parameters are obtained based on fuzzy evaluation and other methods, so that the existing problems can be effectively analyzed and optimized (Jing, 2022).

In enterprise management, it is mainly to build a cultural relationship of mutual trust, respect and cooperation, which can effectively enhance the cohesion of the team. The application of management psychology in human resource development and business management has obvious advantages and is also an important research topic. Based on the analysis from the perspective of psychology, there are certain differences in the ways and means applied by managers at different levels in employee management, which will affect the happiness of employees and the cohesion of the work team to a certain extent. Exploring the ways and means of human resource development and management based on the grass-roots and high-level aspects, and logical exploration based on the perspective of psychology, can provide effective reference for the construction of scientific management path (Wang & Lawler, 2022).

### *B. Apply Data Tools to Analyze the Actual Needs of Enterprise Management*

#### *1) Determining indicator weights*

Based on data analysis, psychological factors are understood, index weights and main factors of management work are determined, corresponding management models are constructed, and the application effects of management psychology are evaluated.

#### *2) Analyzing management requirements*

Based on the market demand of human resource development and management, obtain regular information and data, understand the periodic employee turnover ratio of enterprises, the management status quo of grass-roots employees, the psychological survey of senior employees, etc., do a good job in the application of management indicators and benefit analysis and processing, analyze the actual needs of enterprise management based on digital, and formulate a sound management mechanism (Pan & Yeung, 2024).

### *C. Improve the Management Mechanism and Improve the Efficiency of Human Resource Management*

Based on the analysis of management psychology, clear enterprise management needs and development mechanism. Only by establishing a perfect management mechanism can the quality and efficiency of enterprise human resource management be effectively improved.

#### *1) Formulate and improve the management mechanism*

The establishment of management mechanism should highlight the mechanism of psychology and make clear the importance of human resource development. Check the objective and fair evaluation mechanism, analyze the performance of employees through good indicators, etc., and understand the work results of employees. Based on the assessment method, horizontal and vertical analysis is carried out to determine the frequency and specific information of performance evaluation, and comprehensive evaluation is

conducted according to reading, quarterly and annual methods (Locke & Latham, 2002).

#### *2) Establish and improve the incentive mechanism*

Based on the results of performance assessment, a sound management mechanism and reward and punishment mode can be built to stimulate the inherent enthusiasm of grass-roots and senior employees and improve their creative ability. Based on periodic organizational assessment and comprehensive evaluation, the periodic data information is obtained, and the staff is continuously optimized. In order to solve PUA and other problems of grass-roots employees, it is necessary to formulate a sound training management mechanism and career development plan according to the individual development of employees, promote the individual development and sustainable growth of employees, and conduct systematic analysis in different dimensions to effectively improve the comprehensive quality and efficiency of employee management (Liu *et al.*, 2021).

Salary and welfare benefits are also important factors to improve the satisfaction of senior employees. Scientific and reasonable salary level and welfare benefits can effectively stimulate the enthusiasm of work. At the same time, in the development of enterprises, senior employees often have a better understanding of the development plan of enterprises and the decision-making of leaders, which are also important factors affecting employee satisfaction.

## V. CONCLUSION

To strengthen grass-roots management based on the "PUA" management mode, its essence is a mental control method to improve employee loyalty and reduce turnover rate based on the psychological analysis. The psychological principle is used to understand the psychological needs and motivations of employees, and appropriate rewards and incentive measures can be taken. Under the spiritual guidance and corporate culture rendering, it will effectively enhance their work motivation and loyalty. Based on the understanding of psychology, "PUA" is a guidance method based on the spiritual level, and it is a control method based on the integration of "encouragement" and "suppression" to manage the emotions and behaviors of employees. This method has remarkable effects at the grass-roots level, mainly because the interests of the grass-roots employees and the company are not bound to a high degree, and the effect is more significant through short-term regulation. The reasonable application of flexible management and positive psychology in human resource management can effectively emphasize the guidance, discovery and training of employees' quality, not only to analyze existing problems and shortcomings, but also to tap the potential of the heart. In the field of personnel recruitment and selection, the analysis based on positive psychology can find that employees with positive qualities have stronger adaptability, better job satisfaction and better performance appraisal. At the same time, career planning and long-term development of employees can be conducted from the perspective of psychological psychology, and scientific and reasonable career goals can be set, which is conducive to promoting individual development of employees and improving their satisfaction and loyalty. It can be seen that the actual situation

of human resource development and management is analyzed from the perspective of management psychology, from the perspective of grass-roots staff and senior staff management, combined with the incentive effect and flexible thinking, scientific and comprehensive management of employees, improve the loyalty and sense of belonging of employees, optimize the technical means of human resource development, and improve the quality and efficiency of enterprise management. Promote the healthy and sustainable development of the enterprise.

#### CONFLICT OF INTEREST

The authors declare no conflict of interest.

#### AUTHOR CONTRIBUTIONS

Kingby van de Locke (AKA Jiaqi Huang) studied and interpreted the results; Wenping Yu and Xiao Yao analysed the paper; Ruheng Zhang and Junxian Wu collected the experimental data; Kingby van de Locke (AKA Jiaqi Huang) wrote a thesis; all authors had approved the final version.

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