

Transition Period Unit Member Emotional Identification Difficulty and the Solution-- From the perspective of social interaction theory

Li Zhang^a, Wenchu Zhou^b

School of Business, Macau University of Science and Technology, Macau, 999078

^a947370520@qq.com, ^b249555033@qq.com

Abstract. Transformation has greatly stimulated people's potential and accelerated economic growth and social development. At the same time, transformation has brought unprecedented confusion and pressure to organizations and members. From the perspective of social interaction theory, the paper expounds the performance characteristics of employees' emotion during the transition period, analyzes the difficulties of employees' emotional identification, and finally answers the solutions. This paper proposes constructively that managers in the transition period should size up the situation, keep pace with The Times, and implement people-oriented flexible management. At the same time, leaders should show the characteristics of spiritual leadership, timely give employees vision, hope and altruistic love. Finally, it is proposed that the organization should carry out the cultivation of employees' workplace mindfulness, so as to stimulate employees' happiness at work, form the interaction between employees and form a happiness circle in the organization, and so as to achieve the emotional identification and resonance of all employees and awaken the vitality of the organization.

Keywords: Transformation; Emotional identity; Spiritual leadership; Mindfulness. Happiness organization.

1. Introduction

Along with the further development of reform and opening up of our country and the continuous acceleration of social transition process, many enterprises and institutions are facing severe challenges. Among them, the most difficult is the emotional identity of the organization's staff. At present, it is urgent to discuss how to effectively improve the organizational identity of employees and alleviate the problems such as employee anxiety and low organizational efficiency caused by organizational transformation.

Transformation means change. Under normal circumstances, in order to better adapt to the development of The Times and stimulate people's potential and creativity, organizations will change the original working environment and nature of work and let employees engage in new generally challenging work. Transformation will inevitably make some people pay the price, re-adapt, feel the "labor pains". Because of this, it is inevitable that employees in the transition period will show tension, anxiety and lack of organizational identity. For example, a state-owned enterprise to carry out personnel transformation, in the announcement of all the enterprise staff will be included in the contract system management, there is a lot of staff agitation, from the internal search engine rankings of the unit found "business and contract, what is the difference?" "Is it true to break the career story? ..." And other related issues ranked high; For example, some private enterprises try out the post rotation system, that is, all on-the-job personnel are hired again, people look for posts, posts to find people, arrange the most suitable people to the most appropriate post. It was originally an innovative measure that could stimulate the vitality of the organization, but it was not expected that the company staff would collectively oppose this news once it was released. It seemed that every employee would prefer to stay in his original position... For example, in order to adapt to the needs of modern factories, a company prepared to transform the original manual operation into a manipulator, there was a large number of dimission tide in the company, in the view of employees rather than let the company cut, it is better to take the initiative to seek external development..... From the above stress reactions of employees during the transformation of enterprises and

undertakings, it can be seen that employees are restless and have a strong sense of crisis at this stage. According to the research data, when people encounter major problems, the psychological cognitive balance of the original things will be broken, and then show the inner and behavioral panic. When the inner tension accumulates, they will be at a loss to do what to do, behavior disorder, fall into an unbalanced state, feel fear, and hope to escape. This is the natural behavior of ordinary people in times of crisis. As a leader in the transition period, we should fully understand the psychological changes and abnormal behaviors of the unit staff at this stage, so as to plan ahead and have a target in mind.

The transformation has changed the original working style and living habits of employees. The original "iron rice bowl" and nanny management mode has been replaced by performance and innovation, and the wind of competition has blown into every corner of the organization, making it difficult for inefficient, lazy and unwilling to learn employees to find a protective umbrella. At this stage, employees urgently need comfort from the soul and the implantation of new ideas. At this time, it is urgent to explore a new leadership style.

Cooperation is fundamental to the prosperity of all groups. However, the period of unit transformation is most likely to cause apathy and diminishing group benefits. During the transition period, due to the uncertainty of the future, employees will lose their trust and confidence in the organization, and then their emotions will become alienated and their sense of ownership will disappear. The resulting apathy in organizational relations and the lack of employee happiness will seriously hinder the development of organizations. Therefore, how to solve employees' emotional alienation from the organization and improve employees' happiness at work has become a problem that leaders should directly face in the transition period.

2. Difficulties in emotional identification of employees in transitional units

2.1 Employees "muddle along" and pay attention to current interests

The reason for the lack of emotional recognition of employees in the transitional units is mainly due to the uncertainty and challenge brought by the transformation, which makes every employee focus on their own needs and safety without considering the development of the organization and team. Employees become competitive, selfish, and undisciplined, with everyone putting their own immediate interests first. "Live one day at a time," seems to be the portrait of most employees in this stage of the organization. How to use scientific management methods, gather people's hearts, respect people's individual needs, and solve the current situation of "muddling along and paying attention to the current interests" of employees has become the primary problem to solve the emotional identity of employees, and is also an important measurement index to test the management level of contemporary leaders.

2.2 Staff "have no ambition" and work efficiency is low

Due to the lack of emotional identification with the organization, employees can't see the future and their own value and hope, so "being a monk every day and ringing a bell every day" has become the most obvious characteristic of employees in the transition period. A person's behavior must be determined by his psychological factors. From the analysis of the cases around us, it is found that the reason why employees have "no ambition and low work efficiency" is that they are Mired in chaos and at a loss because of the maladaptation in the transition period. "No ambition, low work efficiency" is just the stress response of the unit staff. To solve the above problems, what is needed is someone to pay attention to the inner insecurity and panic of the employees, explain and help the actual problems, and lead the employees out of the chaotic and disturbing situation. Here, it is worth mentioning that as managers of the transition period, should not be a see employees "being inefficient" phenomenon of surface will give serious punishment, but should be a rational objective analysis of employees in the psychological change during the period of transition and reality demand, otherwise, will further accelerate the clerk to the alienation of organization,

makes the staff and organization drifting away, may even produce departure, Affects the normal operation of my organization. However, most managers still stay in the superficial management mode of "serious punishment to respect after-effects", which makes it more difficult to solve the problem of employee emotional identity during the transition period.

2.3 There are many "redundant thoughts" of employees and serious brain drain

In the transition period, as the staff's sense of identity with the organization decreases, their thoughts wander, so they will have a lot of redundant thoughts. During the transition period, organizational staff in the workplace are often unable to concentrate on the current work, resulting in absent-mindedness, frequent mistakes, and a serious lack of sense of work gain and happiness. According to the empirical study of REB et al. (2015), absent-mindedness is negatively correlated with employees' happiness. In the current era of advocating people-oriented and paying attention to happiness, if the happiness of employees in an organization continues to decrease, it will greatly restrict the vitality of the organization and make the organization run into deadlock or stagnation. And this phenomenon will also intensify the personnel contradiction and brain drain during the period of unit transformation. Therefore, how to cultivate employees' continuous attention to work, build employees' psychological capital and reduce employee turnover rate has become a difficult and key point that managers should pay attention to.

Table 1. Comparison of personnel flow before and after the transformation of an enterprise

year	Inflow of enterprises (person-time)	Outflow of enterprises (person-time)	Intra-enterprise mobility (person-time)	note
2017	75	35	33	
2018	35	87	53	
2019	17	108	16	
2020	21	125	23	
2021	65	98	18	
A combined	213	453	143	

Note: This enterprise is a representative enterprise. The transformation began in 2017. At this stage, the enterprise recruited a large number of employees, but at this time, the internal employees who were uncertain about the future had already started to outflow. In 2018, 2019, 2020, the enterprise transformation into the deep water zone, a large number of enterprise employees outflow. In 2021, after three or four years of transformation and adjustment and management changes, employees' sense of security and identity were enhanced, and the outflow of employees gradually slowed down.

3. Solutions to establish employees' emotional identity during the transformation

3.1 Establish people-oriented and implement flexible management

Faced with the pressure of transformation, employees at this time become vulnerable and sensitive due to various reasons. In the context of transformation, no matter what level the employees are at, their needs are objective. At this time, the immediate interests valued by employees are exactly what they need at the moment. As a leader, we should consider the situation at this stage, analyze the level of employees' needs with empathy, and then make matching induction and giving to employees' needs, so as to stabilize employees' anxiety and create employees' happiness in the workplace. Obviously, the current unit "one-size-fits-all" rewards and punishments and traditional management mode is no longer suitable for employees under the background of transformation, therefore, it is imperative to explore a people-oriented, flexible management mode.

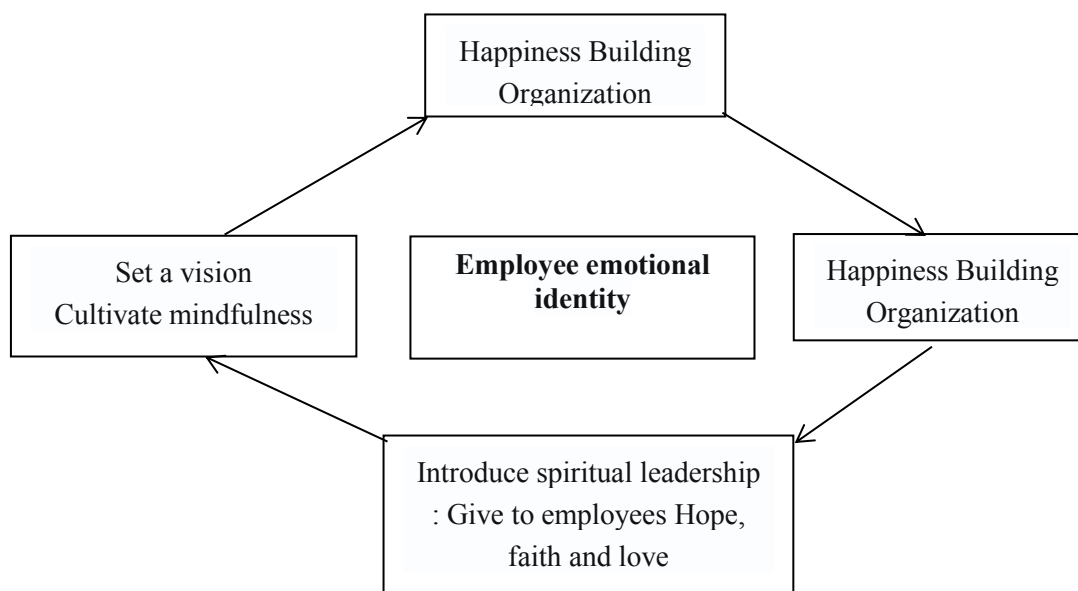


Figure.1 Establish employee emotional identity path

First, give employees material rewards. In the transition period, this measure is relatively easy to achieve. Such as, more work, more gain, reward and so on. In short, as long as employees create value for the unit and make contributions, they should be given material rewards to motivate employees who are still skeptical and wait-and-see about the transformation. Let some employees get "rich" first, share the dividends brought by the transformation, and drive more employees to join the ranks of supporting the transformation. Ma once responded to why employees leave by saying, "Because the money is not paid properly." Visible, material is a powerful measure to stimulate the enthusiasm of employees. At the same time, when considering the results of employee performance, we must not only look at the results and ignore the efforts of employees in the transformation process, which is particularly important for innovative enterprises and institutions in the transformation period. Because innovation itself with risk, to upgrade, the iteration itself with uncertainty, if managers see only reward as a result, rather than in the working process of a lot of work but didn't get the ideal results of employees, will hit the staff's confidence and confidence, reduce the identity of the organization staff again, most of the employees and will be back in the state of wait-and-see, confused.

Secondly, to provide employees with personal growth, development opportunities. If generous material rewards can promote employees' recognition of the organization in the transition period, then creating opportunities for further study for employees is the best reward for young, energetic and aspiring employees. For such employees, it is the greatest trust and expectation of the

organization to keep up with the pace of organizational change and continuously expand their knowledge and ability. At present, most of the personnel sent abroad for further study in most enterprises and institutions are managers or reserve cadres. As leaders in the transition period, they should try their best to provide more opportunities for further study and learning to employees of the organization. All employees with enthusiasm, dreams and willingness to grow can join the team for further study, so as to promote employees to keep up with the pace of organizational transformation, establish a learning organization, and expand the scope of employees' emotional identity.

Finally, set up staff flexible office. With the Internet informatization, the post-epidemic era brought by COVID-19 and the implementation of China's two-child policy, online office is no longer a novelty. In the period of organizational transformation, the current demand of some employees is to shorten office hours and spend more time with their children. At this time, if the manager can vary from person to person, set up some employees who have needs to telecommuting at home, it will achieve twice the result with half the effort. This kind of humanized management way, will make this kind of employee's emotional identity problem, readily solved.

3.2 Reshape leadership style and give employees vision and hope

The proposal of spiritual leadership is expected to solve such problems. Spiritual leadership is different from the previous leadership style. It often pays attention to the spiritual world of employees, pays attention to the inner feelings of employees, often wakes up the work enthusiasm of employees with spiritual incentives, and can build a beautiful spiritual world for employees. Spiritual leadership diligently observe the spiritual needs of employees and growth needs, good at building organizational vision, can in time for the employees become struggle of hope and faith, and use their own humble tolerance, candid selfless love characteristics within the organization to build up trust, forgiveness, love, harmony of organizational values, can create a sense of direction for the employees and the sense of belonging, So as to effectively awaken the potential and enthusiasm of employees in the workplace. From the perspective of leadership behavior, spiritual leaders are good at understanding the ideological dynamics of employees, and can always give ideological guidance and spiritual encouragement according to the actual situation of employees, so that they can build up confidence and hope, help them overcome difficulties, encourage them to establish a strong inner world, so as to be optimistic and happy to work. At present, along with the transformation and upgrading of enterprises and institutions, creating a vision for the organization, shaping the dream for the employees, enriching the spiritual world of the employees, it has become an important topic for contemporary leaders.

3.3 Cultivate workers' mindfulness and create a happy organization

Both sides of mindfulness (employee awareness and employee absent-mindedness) are associated with employee well-being. It can be seen that employees' attention is closely related to their happiness. Cultivating employees' mindfulness can help improve employees' attention in the workplace, so as to replace their mindfulness and weaken the discomfort caused by transformation. At the same time, mindfulness can make employees feel happy and satisfied in an immersive work experience. Under the social interaction theory, this personal happiness perception at work will be quickly transmitted to the whole organization with the interaction and communication between employees, and then form a circle of happiness at work within the organization. In order to achieve the emotional identification and resonance of all staff, wake up the vitality of the organization.

Facing the current transformation and upgrading of enterprises, the implementation of organizational flexible management, the shaping of spiritual leadership and the cultivation of employees' workplace mindfulness will continuously improve employees' job satisfaction and increase their psychological security. In addition, it enables employees to see the future and hope, increases the success of all employees and the yearning for a better life, improves the happiness index of employees in the workplace, increases the viscosity and dependence of employees and the

organization, and maintains the emotional identification of employees and the organization sharing a common destiny. With the development of human resources and leadership in the period of social transformation, Chinese enterprises and institutions will usher in new opportunities and development.

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Reference

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