

# *Research on Enterprise Innovation Team Management Based on Perspective of Psychological Contract*

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**Abstract**—In the era of knowledge economy, innovation is the key to improving competitiveness and seeking competitive advantage. The enterprise innovation team has become a new organizational form for enterprises to carry out innovation activities. How to motivate the innovation team members and realize the overall performance of the enterprise innovation team is an important issue facing the enterprise managers. Based on this, this paper introduces the theory of psychological contract, analyzes the characteristics and changes process of psychological contract of enterprise innovation team members, analyzes the formation process of enterprise innovation team cohesion based on psychological contract perspective, and proposes management strategy in a targeted manner.

**Keywords**—Psychological contract; enterprise innovation team; management strategy

## I. INTRODUCTION

The famous management scientist Drucker believes that the first element of effective organizational work is to try to use the power of the group and social cohesion to improve work performance, or at least avoid conflicting between the two<sup>[1]</sup>. In the era of knowledge economy, the enterprise innovation team is an important carrier for enterprises to carry out technological innovation, and also an important operational unit for enterprises to improve their competitiveness. This paper intends to study the management of enterprise innovation teams from the perspective of psychological contract.

## II. REVIEW OF THE RESEARCH ON PSYCHOLOGICAL CONTRACT

Organizational psychologist Argyris first used the concept and terminology of psychological contract<sup>[2]</sup>. He uses a "psychological work contract" to describe the relationship between employees and foremen in the factory, but Argyris only proposes such a concept but does not give it a precise definition. Levinson et al. clearly define the concept of psychological contract, which they consider to be the sum of the mutual expectations between the organization and the employee to indicate the implicit and unpublished expectations between the organization and the employee<sup>[3]</sup>. Because of Levinson's contribution to the development of the concept of psychological contract, people call it the "father of

psychological contract." Kotter believes that a psychological contract is an implicit contract that exists between an individual and its organization, and it embodies the price that one party in the relationship wants to pay and the return that is obtained from the other party<sup>[4]</sup>. Porter Ma Jin analyzed the difference between psychological contract and economic contract. He believes that the formal contract of employment is quite stable with few changes; while the psychological contract is in a state of constant change and revision, any organized work. Changes in the way, whether physical or social, have an impact on the psychological contract<sup>[5]</sup>. Scholars believe that psychological contract is a subjective experience of individuals. It is influenced by personal experience, the relationship between employees and organizations, and the broader social background. The content may include thousands of items, which are difficult to list.

At present, most of the literature divides the psychological contract into two dimensions of transaction and relationship. In the transaction dimension, the psychological contract pays attention to the specific, short-term and economical interactions. It can be measured by money in a certain period of time, such as wages and bonuses; while the psychological contract of the relationship dimension pays more attention to a wide range of Long-term, socially emotional interactions, including long-term job security, career development, and support for personal issues<sup>[6]</sup>. However, many scholars have empirically found that the dimensions of the psychological contract of innovators are diverse. Marc Thompson and Paul Heron's research on R&D innovators in 849 US technology companies show that the psychological contract of US R&D innovators is in four dimensions: performance compensation, job design, career development, and work-life balance<sup>[7]</sup>. Guan Peilan and Zhang Aiwu's research on 160 R&D and innovators of 8 enterprises in Wuhan and Shenzhen show that the psychological contract of innovators consists of performance compensation, career development and work-life balance<sup>[8]</sup>. They believe that the three-dimensional structure is more in line with the psychological contract characteristics of knowledge workers in the Chinese context.

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### III. CHARACTERISTICS OF PSYCHOLOGICAL CONTRACT OF ENTERPRISE INNOVATION TEAM MEMBERS

The members of the enterprise innovation team generally have high academic qualifications and possess professional expertise in related fields. The autonomy is its outstanding psychological characteristics; the members of the enterprise innovation team have strong ability to learn new knowledge and research and innovation, and have more experience in their own careers. High expectations, self-realization is its greatest spiritual pursuit; corporate innovation team members are loyal to their profession rather than an employer, and employability is the focus of their career. These characteristics in terms of personal traits, psychological needs and values determine the particularity of the psychological contract of the members of the innovation team.

#### A. High level of understanding of psychological contracts

Because of the high academic qualifications and high quality of their innovative team members, they have the ability to understand the process and background of psychological contract formation. When they first enter the team, they can better sense the true meanings contained in the various information provided by the innovation team through contact and communication with the innovation team leaders. Therefore, the members of the enterprise innovation team have a great influence on the formation of the initial unilateral psychological contract.

#### B. Imperceptible perception of psychological contract

Due to the high expectations of corporate innovation team members, they value respect from colleagues and value self-fulfillment. They want to be recognized by companies and colleagues by completing innovative work. This kind of psychological recognition is mainly focused on the psychological contract in the spirit, so the members of the enterprise innovation team are very sensitive in psychological perception, and it is easier to perceive the unfulfillment of the psychological contract.

#### C. Affected by the breakdown of psychological contract

Due to the high autonomy of the work of the innovation team members, the work process is difficult to quantify and monitor, and the work results are difficult to measure. When the psychological contract breaks down, the effectiveness of the team leader's method of preventing the bad behavior of team members through administrative means is weakened. In addition, the strong ability of the corporate innovation team to change jobs makes it easier for the team members to take a bad response.

### IV. THE PROCESS OF CHANGE OF PSYCHOLOGICAL CONTRACT OF ENTERPRISE INNOVATION TEAM MEMBERS

With the contract theory and the analysis of the characteristics of the psychological contract of the enterprise innovation team members, we divide the psychological contract change and development of the enterprise innovation team members into six stages: initial psychological contract formation, psychological contract performance, psychological contract renewal, and psychological contract renewal, the

realization of psychological contract and the formation of a new psychological contract.

#### A. Formation of initial psychological contract

After the members of the enterprise innovation team enter the team, the psychological contract based on their subjective understanding is formed. Of course, its formation is a process in which the members of the innovation team of the enterprise experience the initial formation of the initial team and the adjustment of the team training.

#### B. Psychological contract performance

After the formation of the psychological contract, it will enter the fulfillment stage, and the members of the enterprise innovation team will constantly review the degree of realization of psychological expectations and constantly perceive the fulfillment of the team's commitment. In this process, information asymmetry can lead to the perception of errors in the innovation team members of the enterprise and the impediment of psychological contract fulfillment.

#### C. Psychological contract renewal

Corporate innovation team members will encounter a series of changes in the objective environment, changes in leadership relationships, changes in colleagues' relationships, and job changes. These changes will lead to the renewal of the psychological contract content of the innovation team members of the enterprise. The original psychological contract balance of the enterprise innovation team members was broken.

#### D. Correction of psychological contract renewal

Due to changes in the corporate environment and the internal environment of the team, the content, methods and means of the innovation team members are constantly changing, causing the renewal of the psychological contract between the team members. Therefore, in order to maintain the balance of the psychological contract, the members of the enterprise innovation team must be timely. Amend the psychological contract update.

#### E. Psychological contract realization

After the formation of the initial psychological contract, psychological contract performance, psychological contract renewal, and finally reach the realization stage of the psychological contract, at this time, the enterprise innovation team members will experience the joy of the realization of the harmonious psychological contract.

#### F. New psychological contract formation

The realization of psychological contract is only a stage state. With the further changes of the corporate environment and the team environment, the new psychological contract of the enterprise innovation team members has formed, and it has entered a circulatory system in which the psychological contract is fulfilled, updated and revised.

### V. THE FORMATION PROCESS OF ENTERPRISE INNOVATION TEAM COHESION BASED ON THE PERSPECTIVE OF PSYCHOLOGICAL CONTRACT

Team cohesion usually means that team members have a strong sense of belonging, and they are proud to be part of the

team. Team members have a strong sense of professionalism and responsibility, are willing to take on the task of the team, and the spirit of collectivism is prevalent<sup>[9]</sup>. Team cohesion is the foundation of the enterprise innovation team building, and also the source of the creativity of the enterprise innovation team. The team with strong cohesiveness has clear goals and is willing to cooperate to bring out the team's maximum creativity. For the enterprise innovation team, its members are mostly innovative talents with high academic qualifications and high quality. The particularity of the individual traits and psychological needs of the enterprise innovation team members determines that the formation of the cohesive force of the enterprise innovation team must be carried out from the psychological level of the team members. Changes in the psychological contract of the members of the enterprise innovation team affect the behavior of the team members, which in turn affects the formation of team cohesion. The psychological contract of the enterprise innovation team members plays an irreplaceable role in the formation of team cohesion. The sense of team support is an insurmountable process in the process of formation of cohesion. Among them, the sense of team support is a kind of subjective perception of the members of the enterprise innovation team, and it is a kind of perception of the degree of realization of the psychological contract, that is, the perception of the degree of fulfillment of the commitment of the enterprise innovation team.

The psychological contract of the enterprise innovation team members is accompanied by the perception process of the team members themselves. Before joining the team, the team members will get the information of the working conditions, salary and career development promised by the team leader. Based on the information they receive and the personal factors, they will create a perception of their own and the team's mutual expectations. Formed a psychological contract for members of the enterprise innovation team. After entering the team, the psychological contract of the members of the enterprise innovation team is changing. Members constantly perceive the extent to which team leaders honor their commitments, that is, team support, thereby adjusting their behavior. In the team, whether the expectations of the members can be achieved depends not only on the members' own efforts, but also on the level of team support perceived by the members. Members perceive a high level of team support and feel that team leaders have fulfilled their previous commitments, so their efforts will be strengthened, they will participate in work with a more positive attitude, increase their work commitment, be willing to work in the team, and improve job satisfaction. Recognition of team goals, increased sense of responsibility and loyalty to the team. The attitude of team members goes through the wait-and-see stage when they first enter the team to the loyalty stage, which creates a true recognition of the team's work, and then forms team cohesion and brings team performance.

The formation process of the cohesiveness of the enterprise innovation team analyzed above is the process of the benign development of the psychological contract. If the members of the enterprise innovation team perceive that the team has not fulfilled the previous commitments and feel that the team support is low, it may lead to the breakdown of the

psychological contract, which leads to reduced work enthusiasm, reduced work input and reduced job satisfaction. If the enterprise innovation team can't remedy in time when the member's psychological contract breaks down, which leads to the angry feelings of the team members, it may develop into the psychological contract violation stage. Therefore, team leaders should pay attention to the fulfillment of commitments in the management of enterprise innovation, and prevent psychological contract violations. Only in this way can it contribute to the formation of team cohesion.

## VI. THE STRATEGY OF ENTERPRISE INNOVATION TEAM MANAGEMENT BASED ON THE PERSPECTIVE OF PSYCHOLOGICAL CONTRACT

### A. *Establish a clear corporate innovation team goal*

A valuable team goal is to maintain and enhance the most critical elements of the cohesiveness of an enterprise's innovation team. For enterprise innovation team members, the team goal should meet two requirements: First, the team goal should promote the team members' own value realization and meet their psychological needs, because the goal of meeting their own value will produce a huge psychological level. Appeal. Second, team goals are challenging. For corporate innovation team members, the challenging goal is for them to develop their expertise and demonstrate their opportunities. The establishment of the goal of the enterprise innovation team is the common thing of the team leader and the team members, and the two parties need to communicate together to form a clear understanding of the team's goals.

### B. *Pay attention to the autonomy of the work of the team members of the innovation team*

The work of the innovation team is innovative mental work. There are no certain processes and steps in the work process. They are often based on intangible features. Only team members know how to work, so we must pay attention to the autonomy of team members. Paying attention to the autonomy of team members' work starts from two aspects: First, in the division of labor, the team members should be respected for their own choices. First, let the team members choose some of the work according to their own preferences, so that the work and team members' expertise can be generated. High conformity. Second, we must give the team members the autonomy of the work process. For example, flexible working hours and telecommuting systems can be used to allow team members to arrange their work according to their own wishes to inspire their creativity.

### C. *Create a cooperative atmosphere for the company's innovation team*

For the enterprise innovation team, a good cooperation atmosphere can reduce the perceived attribution of team members' psychological contract. The collaborative atmosphere for creating an innovative team should include two aspects: First, a reasonable selection of the types of corporate innovation team members. Innovative teams must maintain a high degree of cohesiveness. In the selection of team members, roles must be complemented, and the participation of coordinated communication members is a must. Second, establish an internal communication channel for the innovation

team. The leaders of the innovation team must establish various communication channels and create an open communication environment. In this environment, team members can share their true ideas with team leaders. Good communication enables team members to generate common understanding through communication, and timely eliminate differences and misunderstandings between team leaders and team members. It is the key to the development of psychological contracts and the cohesiveness of enterprise innovation teams.

#### VII. CONCLUSION

The characteristics of psychological contract of enterprise innovation team members: high understanding of psychological contract, easy to perceive the unfulfilled psychological contract and the degree of influence of psychological contract breakdown. The changes and development of psychological contract of enterprise innovation team members are divided into six stages: initial psychological contract formation, psychological contract performance, psychological contract renewal, psychological contract renewal, psychological contract realization and new psychological contract formation. Changes in the psychological contract of the members of the enterprise innovation team affect the behavior of the team members, which in turn affects the formation of team cohesion. Team support is an insurmountable process in the formation of cohesion. The strategy of enterprise innovation team management based on psychological contract should start from the establishment of clear enterprise innovation team goals, the

autonomy of enterprise innovation team members and the cooperation atmosphere of enterprise innovation teams.

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