

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY**

Name of the faculty **EDUCATION AND RESEARCH INSTITUTE
"KARAZIN BANKING INSTITUTE"**

Name of the department **Management, Business and Professional
Communications**

Specialty: **073 Management**

Group: **AM-25M full-time education**

QUALIFYING MASTER'S THESIS

on the topic:

**THE USE OF SOCIAL AND PSYCHOLOGICAL FACTORS IN
THE PRACTICE OF TEAM MANAGEMENT IN CRISIS
CONDITIONS**

submitted by the applicant of higher education **Qiao Baoshu**

The work is accepted for defence in the EC

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Kharkiv, 2024

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Department Management, Business and Professional
Communications
Level of higher education Master
Specialty 073Management
Educational program Management of Organizations and Administration

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September 25, 2024

**TASK
FOR A QUALIFYING THESIS
Qiao Baoshu**

1. The topic of the thesis: "THE USE OF SOCIAL AND PSYCHOLOGICAL FACTORS IN THE PRACTICE OF TEAM MANAGEMENT IN CRISIS CONDITIONS."

Scientific advisor PhD in Philology, Associate Professor Viktoriia Shevchenko
(last name, first name, patronymic, academic degree, academic title)

Approved by order of the university dated September 17, 2024 № 4601-5/1025

2. The deadline for student submission of work November 18, 2024

3. List of questions to be researched:

In chapter 1: to determine the theoretical basis and essential characteristics of the social psychology method of enterprise crisis management in enterprise management, to analyze the enterprise management model and research method, and study the effective team management strategy in crisis.

In chapter 2: to analyse technical and economic characteristics of Jingdong Company are analyzed under the condition of crisis, to carry out the employee salary satisfaction survey in the context of ensuring enterprise risk, to analyze and diagnose the social psychological problems of employees.

In chapter 3: to adjust the possibility of ways to improve the efficiency of enterprise

personnel management, to formulate and improve the incentive system for Jingdong employees, strengthen the construction of social and psychological methods, and implement foreign experience in the application of social and psychological factors in team management practice under crisis conditions.

4. Plan of qualifying master's thesis

№	Names of thesis chapters
1	THEORETICAL ASPECTS OF SOCIAL AND PSYCHOLOGICAL METHODS IN ENTERPRISE MANAGEMENT
2	ANALYSIS OF THE EFFECTIVENESS OF THE PERSONNEL MANAGEMENT AT THE ENTERPRISE
3	WAYS OF INCREASING THE EFFICIENCY OF PERSONNEL MANAGEMENT AT THE ENTERPRISE

5. Date of issue of the task 25.09.2024

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ABSTRACT

The qualifying master's thesis consists of 79 pages, 5 tables, 4 figures, 40 references.

The object of the study is social and psychological methods in the enterprise management.

The subject of the study is the practice of ensuring the use of psychosocial factors in team management under crisis conditions.

The purpose of this master's thesis is to provide a theoretical demonstration of the basis of the socio-psychological factors of business management, to reveal the current practice and development prospects of business personnel management organizations, and to find directions for the improvement of this work on the basis of systemizing other new suggestions on this issue. The tasks of the qualifying master's thesis are:

- to study the theory and essential characteristics of enterprise management system;
- to analyze the social psychology of employees under crisis conditions;
- to establish a system of enterprise management to ensure the mental health of the personnel of the enterprise as a means of preventing internal and external threats;
- to provide the technical and economic characteristics of Jingdong enterprises
- the basis for diploma preparatory internship;
- to assess the risks of the enterprise in the context of ensuring the safety of personnel and preventive measures;
- to adjust the possibility of ways to improve the efficiency of enterprise personnel management;
- to develop and improve the incentive system of Jingdong employees, and strengthen the construction of social and psychological methods.
- to implement of foreign experience in the application of social and psychological factors in team management practices under crisis conditions.

On the basis of the research results, this paper puts forward some theoretical and practical suggestions on the improvement of the personnel management system of Jingdong Enterprise.

The obtained results can be used to develop a methodological basis for designing personnel management mechanisms in enterprises as a means of preventing their internal threats.

Year of the qualification master's thesis completion: 2024

Year of the qualification master's thesis defense: 2024

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INTRODUCTION

In modern organizations, particularly in times of crisis, effective management practices become crucial for ensuring the survival and growth of the company. One of the key modern problems in management development is how to manage teams efficiently during crisis conditions. In this context, traditional management practices often fall short, and new approaches are required to address the unique challenges posed by these conditions. This includes not only crisis management but also the integration of social and psychological factors that significantly impact team dynamics and performance. The need to solve these issues with the help of understanding and integrating social and psychological factors into team management practices is evident. These factors can affect communication, decision-making, collaboration, and overall team morale, which are crucial in a crisis situation. Therefore, the use of social and psychological approaches in team management can significantly improve the response to crisis conditions. The importance of this problem indicates that a deeper exploration into these factors can help managers navigate complex situations and enhance team performance.

The theoretical basis of the work is grounded in the scientific works of both domestic and foreign scholars and specialists on the topics of crisis management, team dynamics, and social psychology. Prominent authors in these fields include works by (list authors in alphabetical order, e.g., Lewin, Herzberg, Kotter, etc.). These scholars have contributed to the understanding of how psychological factors such as motivation, stress, and leadership influence team behavior, especially in crisis situations.

The purpose of the work is to generalize the theoretical foundations of organization behavior under crisis conditions, with a specific focus on the impact of social and psychological factors on team management. The research aims to reveal the current practices of team management in crisis conditions and suggest ways to improve these practices by systematizing existing proposals on managing teams in such environments.

To achieve the set goals, the following tasks are solved in the work:

- to study the theory and essential characteristics of enterprise management system;
- to analyze the social psychology of employees under crisis conditions;
- to establish a system of enterprise management to ensure the mental health of the personnel of the enterprise as a means of preventing internal and external threats;
- to provide the technical and economic characteristics of Jingdong enterprises
- the basis for diploma preparatory internship;
- to assess the risks of the enterprise in the context of ensuring the safety of personnel and preventive measures;
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The object of the study is social and psychological methods in the enterprise management. The subject of the study is the practice of ensuring the use of psychosocial factors in team management under crisis conditions.

A number of general scientific and special research methods will be employed to explore this topic, including qualitative and quantitative methods, case studies, surveys, and psychological assessments. These methods will be used to analyze the impact of psychological and social variables on team performance in crisis situations.

On the basis of the research results, this paper puts forward some theoretical and practical suggestions on the improvement of the personnel management system of Jingdong Enterprise.

The obtained results can be used to develop a methodological basis for designing personnel management mechanisms in enterprises as a means of preventing their internal threats.

CHAPTER 1

THEORETICAL ASPECTS OF SOCIAL AND PSYCHOLOGICAL METHODS IN ENTERPRISE MANAGEMENT

1.1 Functions, principles, models and research methods of enterprise management

Enterprise management is the general term for a series of activities such as planning, organizing, directing, coordinating and controlling the production and operation activities of an enterprise. It is the objective requirement and inevitable product of socialized large-scale production, aiming to ensure the accurate execution of various tasks of enterprises by determining enterprise objectives, effective utilization of enterprise resources, coordination of internal and external relations of enterprises, establishment of authoritative command system and effective supervision and control of it, so as to achieve the objectives of enterprises [15, p.98].

The basic functions of business management include: planning, organizing, directing, coordinating and controlling

Planning: The planning function is the primary function of the enterprise, is the enterprise according to the market needs and their own capabilities, determine the business idea and business objectives, formulate business plans, and stipulate the strategic ways and methods to achieve business objectives. The most basic feature of the planning function is foresight, which requires the estimation and judgment of the changes and development of the internal and external environment of the enterprise in the next period of time, and the correct planning and loss plan and action countermeasures for the problems that may be encountered in the implementation process in advance [22, 23, 24]

Organization: The function of organization refers to the reasonable allocation and use of production factors, the coordination of various relations in the internal economic activities of the enterprise, the organic combination of people and property of the enterprise, the coordination of various activities of the enterprise, the formation

of a cooperative system for the overall action to ensure the realization of enterprise goals. It generally includes the scientific establishment of management institutions, the selection of management personnel, the appropriate decentralization and strict package of the original correct authorization, the division of clear management responsibilities, the establishment of scientific personnel training assessment reward and punishment and incentive system, the cultivation of enterprise spirit and the construction of organizational culture, to create a good organizational atmosphere for the enterprise [39, p.55]

Command: Leadership refers to the management process of directing and influencing subordinates and working hard to achieve organizational goals by using the power and own ability conferred by the organization. By establishing a reasonable management system, Hu Changyuan, the manager of the enterprise, adopts appropriate management methods and means, integrates the needs and behavioral characteristics of the employees of the enterprise, implements a series of specific measures, and strives to make each employee devote themselves to the work with high morale and enthusiasm, so as to achieve the predetermined goals of the enterprise [17,p.98].

Coordination: The coordination function is to coordinate the internal and external relations of the enterprise, so that it can establish a good cooperation relationship in order to achieve the task of the enterprise more effectively. Internal coordination refers to the co-predicate activities carried out in the enterprise, which can be divided into two aspects: vertical coordination and vertical coordination. Vertical coordination refers to the coordination of the activities of the upper and lower leaders and functional departments. Horizontal coordination refers to the coordination month of activities between units and functional departments at the same level, which is the most difficult and most important coordination content.

Control: The control function refers to the comparison of the actual implementation with the original plan at any time in the implementation process of the plan, timely detection of deviations or new potential, and then take corrective

measures or adjust the original plan to ensure the realization of the expected performance objectives. The control function is a guarantee function, which is conducive to enterprises constantly adapt to the change of business environment [2].

The four functions of management complement each other, influence each other, interact with each other and cross permeate each other. Each function has its important role and value, without any element, management activities are unable to proceed smoothly and orderly. The biggest factor in business is decision making.

Management in the real and modern sense must be carried out through management mode. Management mode is a set of specific management methods, management models, management systems and management methodology systems designed on the basis of the assumption of management humanity, which are repeatedly applied to enterprises to make them conscious in the process of operation. Management rules to be followed [17, p.98]

The management mode is a high generalization of the management method from the perspective of structure, while the management mechanism focuses on the internal check and constraint between the management objects. Through this mechanism, management systems, methods, programs, etc. can be well implemented, and some people call the management mechanism the operating mechanism of the management system [40]

The central task of management is to manage people. The mode of management determines the content of management. From the establishment of enterprise management system by Robert Owen, the pioneer of management, to the emergence of Taylor's scientific management theory, and then to the multiplication of management theories, the mode of management has undergone many changes.

For example, the hygiene of the company compound is always broken, and the responsibility of the office is never well solved. Because office workers spend most of their time indoors, there are time constraints on completing outdoor tasks. At this time, it is a mistake in management method and a lack of management mechanism. It would be a different story if the security staff were in charge of health inspectors.

Most of the guards' workplaces are outdoors, allowing them to monitor sanitary conditions has worked well. The health system, which used to involve office workers and vandals, has become security workers and vandals, which is a change in the management mechanism. But it cannot be called a change in the management model.

The definition of management mode is a set of operating system solidified in the management process from a specific management concept. The formula can be expressed as: management mode = management concept + system structure + operation method, which can be simply expressed as:

Management mode = concept + system + method

$MS=f(i)+f(o)+f(s)$ (IOS model)

MS: Management System

I: Idea/Ideology

O: Operation/Organization

S: Stratagem/Strategy

Management mode, generally speaking, is the difference between an enterprise and other enterprises in management system. From the perspective of institutional economics, it includes two aspects: formal system and informal system, that is, the most basic characteristics of enterprises in management rules and regulations and corporate culture. Generally speaking, enterprises in different countries have different management models, and the same enterprise has different management models at different times [36,p.47]

In theory, there are more widely recognized management models such as Japanese management model and American management model. Different management modes determine the differences in their management characteristics. For example, the American management mode is characterized by encouraging individual heroism and taking ability as the main assessment feature. Its main performance in management is normative management, system management and regulation management, and scientific management with legal system as the main body. The characteristics of the Japanese management model are the seniority

sequence system with collectivism as the core, the decision-making system with reporting as the core, the interpersonal relationship, the collective interests first, the family management and other emotional characteristics.

In order to guide the effective operation and development of enterprises in the complex and changing market environment, enterprises should follow their basic principles in the management process, including:

1. market central principle: emphasizes that all management activities of enterprises should be market-oriented, pay attention to the industrial market and consumer market, management dealers and final consumers.

This principle requires enterprises not only to adapt to the market, but also to create the market and guide the market consumption trend, so as to improve the development ability of enterprises.

2. Value-centric principle: The enterprise is regarded as a network system of value transmission and creation, and all activities should revolve around the increase of value.

The function of value management for enterprises is embodied in optimizing investment portfolio, strengthening operation management and establishing value-oriented management control system. The key to value management is to efficiently utilize and transform limited resources, create and increase value for stakeholders, and ensure that all production and business activities are subject to the basic principle of creating profits.

3. human-centered principle: This is the highest principle of modern business operation and management, emphasizing that business management should be people-oriented.

This requires companies to practice people-oriented management, focusing on the development, use and exploitation of the talents and potential of employees, while ensuring that the production and business activities of the company benefit shareholders, customers and society [14,p.57]

These principles are interrelated, together constitute the core of enterprise management, form the cornerstone of modern enterprise management, help enterprises to maintain competitiveness in the competitive market environment, to achieve sustainable development [14,p.57]

In addition, in the process of enterprise operation and management, it is often necessary to use various management models to help enterprises analyze from strategic development, operation management, enterprise competitiveness, etc., so as to better understand its internal operation and external environment, so as to make more effective decisions. Here are some key business management models and research methods:

1. Classical management theory: including scientific management and administrative management two stages. The representative of scientific management theory is Frederick Taylor, who proposed "time research", "work research" and other methods to improve production efficiency. The representative figure of administrative management theory is Max Weber, who emphasizes the systematicness and procedure of management, and puts forward a series of management principles such as planning, organization, command, coordination and control.

2. Behavioral science theory: pays attention to the behavior and psychology of employees, and believes that employees are one of the important factors in enterprise management. By focusing on the needs and behavioral motivations of employees, employee motivation, leadership, organizational culture and other means are adopted to improve employee enthusiasm and work performance .

3. Full-cycle strategic management model: This is a whole-process control model involving environmental analysis, demand management, supply management, budget management, internal control and audit evaluation. It emphasizes adjusting strategic direction according to environmental changes, improving the ability of enterprises to respond to environmental changes, and ensuring the effective implementation of strategies.

4. Strategic Position and Action Evaluation Matrix (SPACE matrix): This is a tool to analyze the external environment of an enterprise and the strategic mix that should be adopted. The SPACE matrix has four quadrants, which represent four strategic modes of enterprise: aggressive, conservative, defensive and competitive. The two number lines of this matrix represent the two internal factors of the firm - financial advantage (FS) and competitive advantage (CA); Two external factors - environmental stability (ES) and industrial advantage (IS) .

5. Strategic management: involves the management of a business to formulate, implement and evaluate the business strategy process.

Strategic management is not only about the future plans of the enterprise, but also reflects the development pattern of the enterprise in the past. It helps enterprises to clarify the development direction, goals, tasks and policies, as well as the effective allocation of resources.

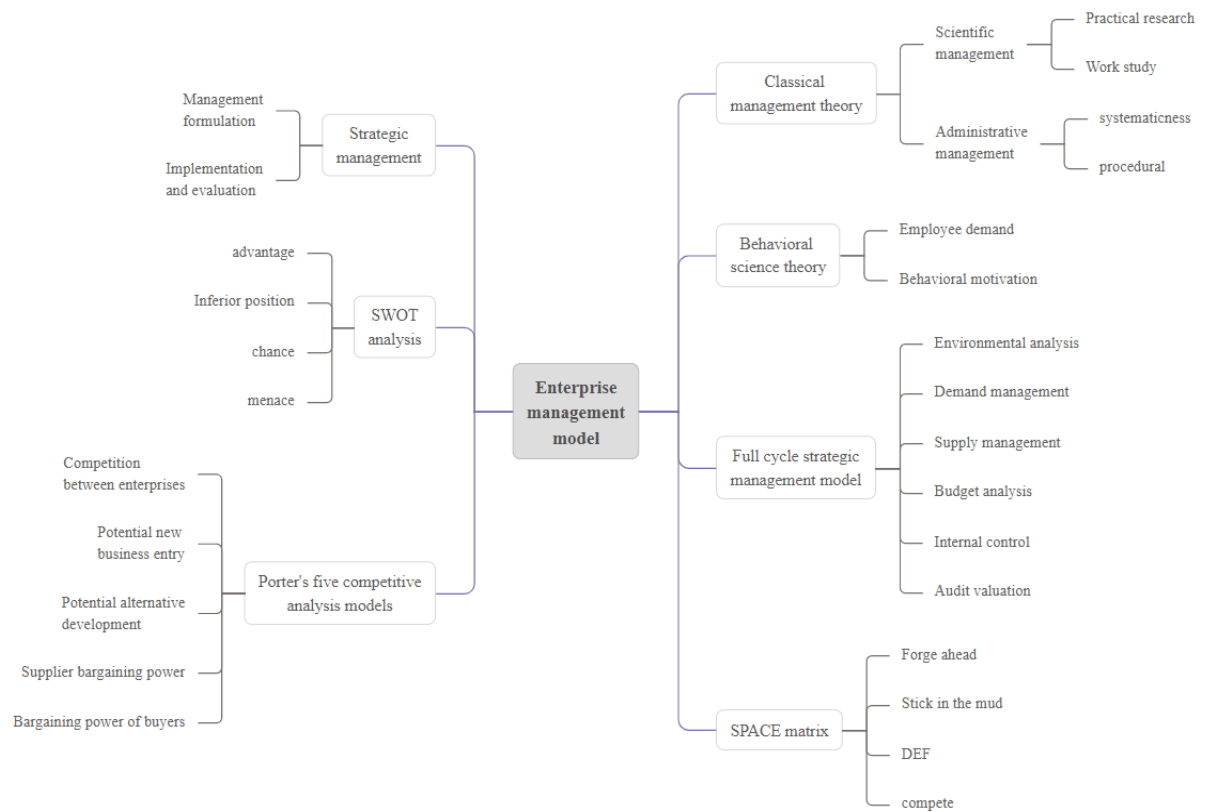
6. SWOT analysis: a situation analysis method based on the internal and external competitive environment and conditions, by analyzing the strengths, weaknesses, opportunities and threats of the enterprise. SWOT analysis helps enterprises identify their own strengths and weaknesses, as well as opportunities and challenges in the external environment, so as to formulate corresponding development strategies, plans and countermeasures [11]

7. Porter's Five Competitiveness Analysis models: This is a model widely used in strategy making, proposed by Michael Porter. He believes that in any industry, the rules of competition are included in five competitive forces: competition between enterprises, the entry of potential new competitors, the development of potential substitutes, the bargaining power of suppliers, and the bargaining power of buyers. These five competitive forces determine the profitability and level of enterprises .

These models and research methods provide different perspectives and tools to help business managers better understand the internal operation and external environment of the organization, so as to make more informed decisions and promote the growth and development of the organization .

Figure 1.1 shows the structure chart of management mode.

Fig.1.1. Management model



1.2 The essence of socio-psychological methods of enterprise management in crisis

Crisis management refers to the overcommitment of planning and decision-making, dynamic adjustment, resolution and staff training carried out by enterprises in response to various crisis situations, with the purpose of eliminating or reducing the threat and loss caused by the crisis.[9]

For an enterprise, what can be called enterprise crisis refers to when the enterprise is faced with a major accident which has a close relationship with the public or customers and has serious consequences. In order to cope with the emergence of crisis, the system and measures to prevent and deal with these major accidents are established in advance within the enterprise, which is called enterprise crisis management.

First of all, for the nature of the crisis, some scientists see the opportunity in the crisis, and believe that every large-scale crisis will give birth to major scientific and technological innovation and technological revolution.

According to Norman R. Augustine, a professor at Princeton University, every crisis contains both the seeds of failure and the seeds of success. Identifying and nurturing this potential for success is the essence of crisis management. The habit of misassessing the situation and making it worse is typical of bad crisis management. In short, if handled properly, a crisis can turn into an "opportunity".

For example, Lord Mandeson, Minister of State for Business, Enterprise and Management Reform in the United Kingdom, believes that from historical experience, crisis is an important opportunity to promote scientific and technological innovation and technological revolution. He stressed that coping with the global crisis with scientific and technological innovation has become an inevitable strategic choice for countries around the world, and proposed that "if you really want to change the world - choose to engage in engineering!" I'm talking about real engineering, not financial engineering or anything like that." This shows that the management of the crisis needs to seek solutions through technological innovation, rather than relying solely on traditional financial or political means.

In the choice of coping strategies, the scientists stressed the importance of engineering science. Qian Xuesen, a Chinese scholar, foresaw in the 1940s that applied science should be vigorously developed in order to meet the needs of countries to develop high and new technology. He referred to this kind of science collectively as technical science.[7]

Qian Xuesen believes that technical science is the integration of natural science and engineering technology, aiming to provide engineering theory with scientific basis for engineering technology, and then drive and lead the development of industry. This perspective emphasizes the central role of engineering science in responding to crises, that is, responding to and resolving crises through the development of science and technology.

In the textbooks of western countries, crisis management is usually called crisis communication management, because the basic countermeasures of crisis management are to strengthen the disclosure of information and communication with the public, and to win the understanding and support of the public.

American scholars are more inclined to use quantitative methods such as survey, content analysis and experiment, which are regarded as the preferences of American scholars in the field of crisis research. The application of these methods is conducive to the in-depth data analysis and empirical research on the crisis phenomenon, so as to provide more objective and accurate research results .

European scholars use more qualitative research methods such as ethnography, semantic rhetoric, criticism and feminism. These approaches focus more on a deeper understanding of culture, social structures and power relations, can reveal the social and cultural factors behind the crisis, and provide a multi-dimensional understanding of the crisis .

According to the author of the book "Crisis Management" in the United States, Fickp has made a special survey on the chairmen and ceos of the top 500 large enterprises of Fortune magazine, 80% of the respondents believe that the face of crisis in modern enterprises is as inevitable as the face of death. Of those, 14 percent admitted to having been challenged by a serious crisis.

The essence of business management in crisis is to use social psychological principles to understand and cope with crisis events, by paying attention to the public's emotional needs, guiding the public's attribution, providing adequate information and explanation, and effectively transmitting information, so as to relieve tension, enhance trust, and guide the public to think and act rationally.

In crisis management, companies need to recognize the role of emotion in decision-making, reduce tension and enhance trust through sincere communication, and also take into account that group pressure and conformity may affect the public's judgment.

Attribution theory holds that people will analyze the reasons for what they have

experienced, and enterprises should guide the public to attribute the responsibility to external factors rather than the organization itself in crisis public relations, so as to reduce the negative and confrontational emotions of the public.

Cognitive dissonance theory holds that people will seek psychological balance, and enterprises can reduce the public's cognitive dissonance and further enhance trust by providing adequate information and explanation. Therefore, enterprises need to effectively convey information, guide the public to think and act rationally, and avoid the negative effects of uncontrolled group behavior.

The cognitive theory of emotion emphasizes the role of emotion in decision-making. Therefore, enterprises should pay attention to the emotional needs of the public and adopt sincere communication strategies to reduce the public's tension and anxiety and improve the public's trust in enterprises.[26]

The key to using social psychology to solve enterprise crisis is to construct and implement an effective social psychological service system, and to adopt appropriate psychological counseling strategies when crisis occurs. Here are some specific ways and suggestions:

1. to build an enterprise social psychological service system:

Establish the "123" principle, that is, take social psychological services as a bridge and link to connect enterprises and employees, promote work-life balance, and ultimately achieve the goal of leadership satisfaction, organizational efficiency and employee happiness.

At the work level, empower employees and improve work efficiency; At the level of life, pay attention to the spiritual world of employees, improve satisfaction and happiness, the two complement each other, and jointly form the basis of the enterprise's social psychological service system.

2. Strategies for dealing with enterprise stress events:

When a stressful event occurs, we help employees understand the psychological trauma and abnormal behavior that may be caused by the stressful event through the mental health knowledge popularization lectures, and provide

necessary psychological support and counseling [3]

3. Leverage the influence of corporate fame:

Corporate prestige can influence judicial outcomes by shaping public expectations. Whether an enterprise's social responsibility image is perfect directly affects the positive and negative influence of its reputation on judicial results.

4. Stress management strategies:

Scientific understanding of pressure, the use of psychological cognitive theory to train employees to choose a positive stress coping mode, change the direction of pressure, as a potential that can be transformed into enterprise resources. Improve the interpersonal environment, with the goal of promoting personal and organizational growth and development, and achieve the realm of self-actualization.

Social psychology, as a discipline that studies the interaction between the individual and the social environment, plays an important role.

1. Social support and psychological recovery

Social support refers to the process by which an individual receives help, support and care from others, society or groups. After a crisis event, individuals usually face various psychological pressures and dilemmas. Social support can provide emotional support and substantive help to help individuals regain psychological balance during crisis events. In the corresponding crisis management plan, mechanisms and measures to provide social support are essential.

2. Group cohesion and team building

In crisis management, collaboration and team building are essential. Social psychology can help build a closer team and improve the cohesion of team members. For example, by fostering trust, cooperation, and a sense of common purpose among team members, teams can respond more effectively to crisis events.

3. Coping mechanisms and mental health

An important aspect of crisis management is to help individuals cope effectively with the stress and challenges brought about by crisis events. Social psychology can provide relevant coping mechanisms and strategies to help

individuals maintain mental health. For example, teaching individuals positive emotion-regulation strategies, such as seeking social support, positive thinking, and relaxation techniques, can help individuals reduce stress and cope with crisis events [1-2]

4. Communication and information management

Communication and information management are very important in crisis events. Social psychology can provide guidelines on communication and information management. For example, in the crisis management plan, the relevant knowledge of social psychology can be used to develop effective communication strategies to deliver accurate information and reduce unnecessary panic and misdirection.

5. Social reconstruction and rehabilitation

Crisis events can have a long-term impact on society and have a profound impact on social structures and relationships. Social psychology can play a role in the reconstruction and recovery of societies after crisis events. For example, by providing support and guidance, social psychology can help re-establish social trust, repair social relationships, and promote social stability and development.

Figure 1.2 illustrates the scope of social psychology.

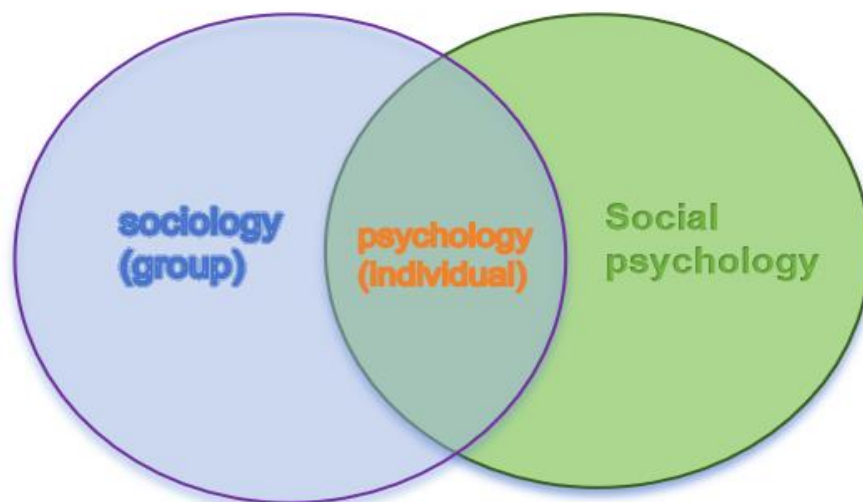


Fig.1.2. Social Psychology

The application of social psychology in crisis management is multifaceted.

Measures such as social support, team building, coping mechanisms and information management can better help individuals and societies cope with challenges in crisis events and achieve recovery and reconstruction. In the process of crisis management planning and implementation, we should make full use of the relevant knowledge and principles of social psychology to improve the effectiveness of coping with crisis events.

1.3 Strategies for effective team management in crisis

As we all know, crisis management, as an important branch of decision science in management, was first proposed by American scholars in the 1960s. The earliest application of the discipline was in diplomacy and international politics. Crisis management developed into a branch of enterprise crisis management in the late 1980s.

Crisis management refers to the management measures and coping strategies taken by organizations or individuals in the face of potential or actual crises. Crises can have serious economic, reputational and social impacts, so the importance of crisis management cannot be ignored.

Chinese scholar Zhu Yanzhi defined the crisis from the source of the crisis: he emphasized that the crisis factors lead to the crisis and are the root of the crisis characteristics. Crisis factors threaten the priority goals or basic values of enterprises, and affect the psychology of employees and business owners. Enterprises must make wise decisions as soon as possible in the state of lack of crisis resources, of course, the decision will affect the survival and development of enterprises.

Starting from the control mode, Zhu Dewu defined crisis management: He believes that organizations or individuals artificially promote the occurrence of crises in order to prevent the occurrence of crises, reduce the harm caused by the occurrence of crises, and recover from the crisis in time, or under the premise of effective control, in order to achieve certain purposes, and take corresponding management behaviors in response to possible crises and crises that have already occurred.

Norman Augustine divides crisis management into six stages based on the content and focus of management work, which are as follows:

The first stage, avoid; The second stage, preparation; The third stage, crisis confirmation; The fourth stage, crisis control; The fifth stage, crisis relief; The sixth stage, profit from the crisis.

First, timely and transparent communication is the key to crisis management. In the event of a crisis, organizations need to quickly release relevant information to inform the public and relevant stakeholders. This can avoid the spread of rumors and the inauthenticity of information, and increase the trust of the public. Transparency is also a widely recognized ethical and legal requirement, and for an organization to say water, it establishes an image of integrity and accessibility, which is essential for reputation recovery after a crisis.

Second, organizations need to develop detailed emergency plans. The emergency plan is a series of emergency actions and measures taken by the organization when a crisis occurs. It should include a clear division of responsibilities, operational steps and a centralized command structure. Developing contingency plans not only helps to reduce arbitrary actions taken in a crisis, but also to prepare plans in advance and reduce losses caused by a crisis.[5,p. 69(2), 610-615.]

In addition, effective crisis management requires close partnerships. It is difficult for an organization to respond to all possible crises, so a good partnership with other relevant organizations can support and assist each other. These partners can be government departments, industry associations, media, etc., whose expertise and resources can provide important support and assistance for crisis management.

Crisis management should also focus on crisis prevention and risk management. Prevention is the best cure, and organizations need to conduct risk assessments from the perspective of business processes and operations management and take appropriate measures to reduce potential risks. In terms of risk management, the organization needs to establish a sound monitoring and feedback mechanism to discover potential risks in time so that appropriate measures can be taken to control

and manage them [22, p. 58(2)]

Figure 1.3 shows several stages in the development of a corporate crisis.



Fig.1.3. Crisis management strategy

As can be seen from the analysis of Figure 1.3, the occurrence and development of a crisis generally go through three stages: before, during and after. The essence of crisis management is to formulate and implement corresponding strategies for the three stages of crisis. Obviously, the rationality of strategy directly affects the success or failure of crisis management.[34]

Reasonable crisis management strategies include pre-warning strategy, in-process strategy and post-recovery strategy.

1. Pre-event strategy -- early warning system

Encountering a crisis is inevitable for any enterprise, and it is better to prepare for a rainy day than to respond passively after the crisis. The early warning system is a system established by the enterprise to catch the crisis signal and judge the relationship between it and the crisis in order to find the potential and coming crisis. By monitoring the source of the crisis and the symptoms of the crisis, the system can alert the enterprise before the crisis to remind the enterprise to take necessary actions.

Early warning system is the first stage in crisis management, but also a very important stage. Among the three crisis management strategies, the early warning system is the cheapest, but the role is often huge. The system consists of four subsystems: information collection, information processing, decision making and alarm. The workflow of the early warning system is roughly: information collection - information analysis or transformation - information comparison - decision whether to issue an alert - issue an alert.

For enterprise managers, it is necessary for all employees to establish a sense of crisis prevention. In the enterprise, from the enterprise leaders to the ordinary employees, only by firmly establishing the awareness of enterprise crisis can we truly avoid the coming of the crisis, even if the crisis cannot be avoided, because of the preparation is very full, we can turn the tide and reduce the loss of the enterprise to a minimum. The comprehensive, advanced and invisible crisis awareness of all employees can be called the strongest line of defense for crisis prevention.

2. In-process strategy -- processing system

When the prevention line is broken and the crisis breaks out, the enterprise must act immediately to reverse the passive situation. Enterprises should quickly filter signals, grasp the key, identify the root causes and types of crises, communicate with the media reasonably on the basis of clear public reactions, and achieve the right medicine. Enterprise managers assign managers to take the initiative to control the development of the crisis, weaken the destructive power of the crisis, and promote the solution of the crisis.[35]

Enterprise crisis managers can deal with the outbreak of crisis from the following aspects:

(1) Positive attitude and honest treatment.

When the enterprise crisis occurs, the public's attention to the enterprise is unprecedentedly high, at this time, the enterprise must investigate the truth as soon as possible, clarify the facts and make the complete truth public to avoid all kinds of groundless suspicions.

Numerous facts have proved that when a crisis occurs, the public and the media are most intolerant of companies trying every means to hide the truth and publish false information, but they do not pay special attention to the incident itself, or even do not care.

(2) Quick response, immediate action.

When an enterprise encounters a sudden crisis, the crisis manager and all employees of the enterprise must respond in the shortest possible time, mobilize the crisis management team, and be fully responsible for the handling of relevant affairs, without delay or avoidance. Only in this way can the spread and expansion of the crisis be controlled to the greatest extent and the damage of the crisis to the corporate image be reduced.

(3) Media communication and management.

In an enterprise crisis event, especially in the early stage of the event, public opinion tends to show a one-sided state, and the public is more inclined to receive and disseminate information that is unfavorable to the enterprise when the truth is unknown. At this time, enterprises should actively contact the media, use the news media as a platform, release the truth, and promote rumors and misunderstandings to disappear.

At the same time, enterprises should cater to the psychological and emotional needs of the public, and express sympathy and comfort to the victims from the standpoint of consumers, reflecting the commandments of enterprises to solve problems. Reasonable media communication and successful media management can effectively weaken the negative impression of enterprises exposed to the public and the media caused by the crisis, so as to eliminate all kinds of adverse interference and effectively restrain the decline in consumption.[40]

3. Post-event strategy -- restore the system

The enterprise crisis is finally solved through the first two stages, but the management process does not end. As we all know, the essence of crisis management is to "turn the crisis into vitality", to find and harvest the potential success

opportunities contained in the crisis.

When the enterprise crisis event is solved, the enterprise crisis manager should carry out the follow-up work from the following three aspects:

First, take effective measures to eliminate the adverse consequences and negative effects of the crisis on the victims' personal, psychological and business property; Secondly, the normal production, operation and management of the enterprise should be resumed in the shortest possible time; Finally, take practical actions to safeguard the interests of consumers, take the initiative to repair and develop a good relationship of trust between enterprises and consumers, and restore and improve the credibility of enterprises and their products.

Crisis management is the management measures and coping strategies that organizations or individuals should take when facing a crisis. Timely communication, emergency planning, partnership building, crisis prevention and risk management, and post-crisis recovery and improvement are key strategies for crisis management. Through effective crisis management, organizations and individuals can better cope with crises, reduce potential losses, and protect the reputation and interests of enterprises.

The occurrence of enterprise crisis will inevitably expose the problems that are not found in normal times, some of these problems are accidental, some are man-made, and some are institutional problems. The emergence of these problems often provides enterprises with more opportunities for communication and exchange. Through such communication and exchange, enterprise managers can find out the shortcomings and dereliction of duty in their work, classify them, propose rectification measures and improvement suggestions, and further improve the existing crisis plan and various preparatory work for crisis handling. Comprehensively evaluate the crisis management work, learn from experience and lessons, and take this opportunity to educate all employees, improve the organizational immunity of enterprises, and prevent the recurrence of crises.

The change of enterprise environment is accelerating day by day, making

enterprise crisis ubiquitous and ubiquitous. Crisis threatens the healthy development of enterprises. Enterprise managers should be fully aware of the importance of crisis management to enterprises, start from improving the crisis early warning system, formulate crisis plans that are targeted and in line with the characteristics of enterprises, improve the crisis awareness through crisis management education, training and drills for employees, and achieve early detection, early treatment and early transformation of enterprise crises, so as to turn crises into vitality. Promote the stable and healthy development of enterprises.

CHAPTER 2

ANALYSIS OF THE EFFECTIVNESS OF THE PERSONNEL MANAGEMENT AT THE ENTERPRISE

2.1 Technical and economic characteristics of JD company

Jingdong Mall is the largest 3C online shopping professional platform in China's B2C market, and is one of the most popular and influential e-commerce websites in China's e-commerce field. Jingdong Mall ranks first among self-owned B2C websites in China with a market share of 50.1%. At present, Jingdong Mall has established six logistics centers in North China, East China, South China, Southwest, Central China and Northeast China, and has established core urban distribution stations in more than 300 cities in China.

Company history

In June 1998, Jingdong was established in Zhongguancun overseas market, mainly selling optical and magnetic products;

By the end of 2001, JD.com had 60% of China's burner market;

In 2003, affected by SARS, Jingdong began to try online sales;

In 2004, Jingdong launched a self-operated website and transformed into an e-commerce company.

In 2005, Jingdong tried to do a full range of IT digital products, and by the end of 2006, Jingdong sales reached 80 million yuan.

In 2007, Jingdong gradually promoted the category expansion of IT products and obtained the first large amount of financing;

June 2008 completed the category expansion of 3C products;

In 2010, Jingdong launched the "211 limited time" fast delivery and door-to-door pickup service;

In 2010, JD.com's annual sales reached 10.2 billion yuan;

In 2011, JD.com received \$1.5 billion in financing, launched a mobile client,

launched a package tracking system, and improved its service level.

In 2012, Jingdong provided online customer service and launched train ticket ordering, hotel booking and other services; Jd gradually expands its strength and influence through acquisitions, investments and strategic cooperation.

In 2013, JD Finance Group was established;

In March 2014, JD formed a strategic partnership with Tencent. In May of the same year, JD.com went public in the United States;

In 2016, JD Logistics for the first time to serve the public, providing third-party logistics services; Jd.com has become a global strategic partner with the international retail giant Walmart.

In 2017, JD began to deliver the results of its transformation; As of 2020.

In 2018, JD.com vigorously developed smart logistics and further promoted unmanned warehouses and unmanned delivery vehicles. JD Finance officially changed its name to JD Digits and transformed itself into a company focused on fintech and digital services

In 2019, JD accelerated the expansion of the Southeast Asian market, and its JD Logistics established its first overseas unmanned warehouse in Indonesia.

In 2020, after the outbreak of the new coronavirus epidemic, the "community group purchase" business was launched to promote it in the form of low-price groups across the country to meet the consumer demand during the epidemic.

In 2021, JD Logistics was listed on the Hong Kong Stock Exchange, becoming another important independent listed company under JD, which further promoted JD's logistics business expansion.

In 2022, JD continues to invest in research and development, focusing on promoting the application of technologies such as AI, blockchain, and smart supply chain to improve overall business efficiency and customer experience.

In 2023, Jingdong will explore the development of cross-border e-commerce, digital electronics, new retail and other fields to seek new business growth points.

In 2024, JD actively promotes the application of AI technology in e-commerce

and logistics business, especially in intelligent customer service and automated distribution [7-10]

These events demonstrate JD.com's positive development in recent years in multiple dimensions such as technological innovation, business expansion, supply chain and internationalization. Through continuous optimization of logistics network, layout of low-line market and international expansion, JD gradually improves its market competitiveness.

Business model

Self-operated model: Jingdong self-operated model means that Jingdong itself purchases goods and is responsible for sales and distribution, so as to ensure the quality of goods and service level.

Platform mode: Jingdong platform mode means that Jingdong provides a platform for third-party merchants to settle in, and is responsible for providing a series of services such as technical support, logistics distribution and after-sales service, so as to obtain platform service fees and transaction commissions.

O2O model: Jingdong Home is an online-to-offline business model launched by Jingdong Group, which provides consumers with convenient shopping experience through online ordering and offline delivery.

Social e-commerce model: JD.com is a social e-commerce model launched by JD.com Group, which promotes and sells goods through social media and other channels to attract more consumers.

No boundary retail model: Jingdong No boundary retail model refers to the new retail model of Jingdong through technological innovation and scene integration, breaking the boundaries of traditional retail, and achieving online and offline integration and omni-channel integration.

Supply chain finance model: Jingdong supply chain finance model refers to the use of its own supply chain advantages to provide suppliers and merchants with financing, payment, factoring and other financial services, so as to help suppliers and merchants reduce financing costs and improve capital efficiency.

Data-driven model: JD.com's data-driven model refers to the deep mining and analysis of goods, users, and supply chains through big data analysis and artificial intelligence technology, so as to achieve intelligent decision-making and operation.

Business philosophy

Cooperation: Internationalization brings competition globalization, China's e-commerce field changes, Jingdong as the first flagship enterprise, will inevitably usher in more intense and even white-hot business competition. In the face of increasingly fierce market competition, Jingdong always warns itself: we should not only strengthen close cooperation with strategic partners, but also cooperate with rivals on the basis of full competition. Jingdong understands that cooperation is win-win cooperation, joint and complementary cooperation, and the "competition and win-win" brought by cooperation is the eternal concept of Jingdong's development.

Integrity: Jingdong adheres to the concept of people-oriented in development, and establishes the most harmonious cooperative relationship with users, suppliers, investors and other partners on the basis of integrity. "Sincerity" represents the sincere attitude of Jingdong in the cooperation relationship, and "letter" represents the development creed of Jingdong with "credit" as the fundamental. It can be said that "integrity" is both Jingdong's code of conduct and Jingdong's code of ethics.

Jingdong's commitment to integrity is not only reflected in its business philosophy but also in its operational practices. The company has implemented strict internal control systems and compliance procedures to ensure that all business activities are conducted with the highest ethical standards. This includes transparent financial reporting, fair competition, and the protection of consumer rights. By upholding these principles, Jingdong has built a reputation for reliability and trustworthiness, which is crucial in maintaining long-term relationships with its stakeholders.

Friends: If Jingdong is compared to a high-speed machine, then users, employees, investors, suppliers and other partners are an integral part of this machine, only the close cooperation of many partners can make this huge machine work

normally. Therefore, in the process of doing business, Jingdong strives to have more emotional exchanges with each customer or partner, and slowly transforms the business circle into a circle of friends, rather than pure business dealings. To do business is to be human, and to be human first [30, p.29.4]

Enterprise mission: Make life simple and happy.

Vision: To become the world's most trustworthy enterprise!

Core values: Customer first: consumers, suppliers, sellers; Gratitude, service, achievement; Integrity: honest and honest, the courage to take responsibility, keep promises; Team: people-oriented, overall situation, mutual trust and cooperation; Innovation: continuous learning, continuous improvement, tolerance of failure; Passion: Be first, enjoy your work, and never give up.

Development concept

The development of Jingdong first benefits from the development of "people" in the organization, because the development of people has driven the development of Jingdong's enterprise, "people" is the core booster of Jingdong's development. Jingdong believes that human potential is unlimited, people are the most basic source of Jingdong power, in-depth care and mining for people, is the thorough practice of Jingdong development strategy. At the same time, Jingdong firmly believes that innovation is the only law for the development of Jingdong, and only people can promote development and innovation, and only Jingdong people continue to pursue development and innovation in order to continue to create value for consumers.

Service principle

"Multi", to provide users with a one-stop integrated shopping platform.

"Fast", self-built logistics to achieve ultra-fast delivery services.

"Good", adhere to the genuine goods to ensure the quality of goods.

"Province", relying on low cost and high efficiency to achieve low prices every day.

Organizational structure

Starting from before 2017, at that time, Jingdong's organizational structure was

Central China's five major businesses: Jingdong Mall, Jingdong Finance, O2O (Jingdong Home, Dada), overseas division, and Jingdong Smart.

After the establishment of Jingdong Logistics in May 2017, it was adjusted to three major sectors: Jingdong Mall, Jingdong Finance, Jingdong Logistics (Dada, overseas business department, Jingdong Intelligent research and Jingdong Logistics).

Jd Group's business involves e-commerce, finance and logistics three major sectors [38]

Jingdong Mall, the leading e-commerce enterprise, has evolved into China's largest self-operated online retailer. It has sustained a growth pace that significantly outstrips the industry average and is on track to become the country's preeminent B2C e-commerce platform by 2021, given its current trajectory. Dedicated to establishing a comprehensive one-stop shopping destination, Jingdong Mall caters to hundreds of millions of Chinese households. It leads in a full spectrum of categories, including 3C products, home appliances, consumer goods, apparel, home improvement, and fresh produce, ensuring a diverse range of offerings to satisfy consumer demands.

For commitment to innovation and customer service has been a cornerstone of its success. The company has invested heavily in technology to improve logistics and supply chain management, which has resulted in faster delivery times and a more efficient shopping experience. Additionally, Jingdong Mall has developed a robust mobile shopping platform, allowing consumers to access its vast inventory from anywhere at any time. This mobile strategy has been instrumental in capturing the growing number of mobile shoppers in China. As Jingdong Mall continues to expand its services and offerings, it remains at the forefront of the e-commerce revolution in China, shaping the future of online retail.

As of 2024, the adjusted organizational structure of Jingdong Mall is shown in Figure 2.1.

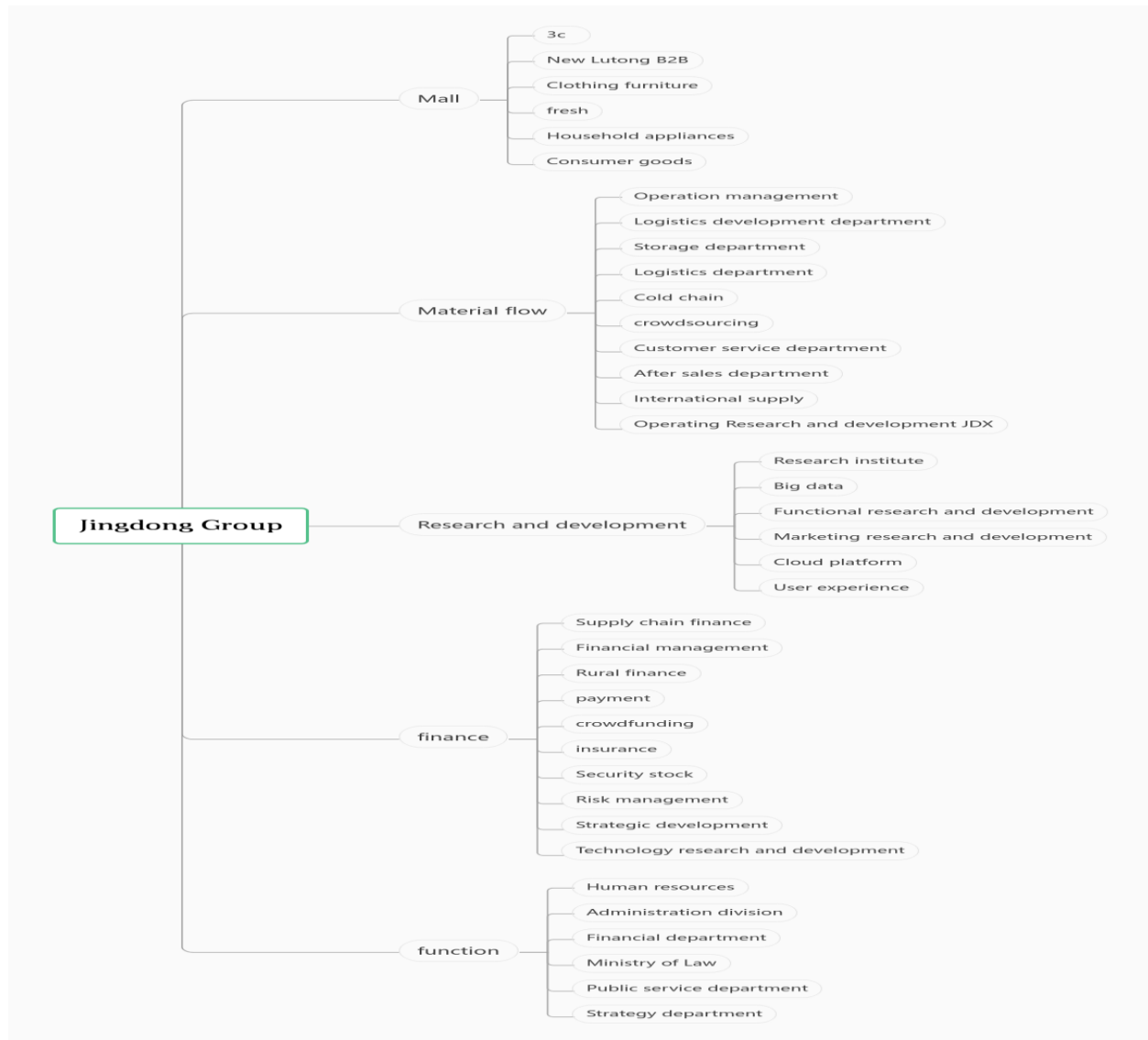


Fig. 2.1. Organizational structure of Jingdon

According to 2.1, the fields involved in Jingdong Company are as follows:

Relying on the transaction record data and credit system accumulated by JD's ecological platform, JD Finance provides various financial services such as financing loans, financial management, payment and crowdfunding to all social strata. Consolidate the foundation of the financial portal, and rely on the Jingdong mass innovation ecosystem to provide one-stop services for the whole industrial chain for entrepreneurs and innovators.

SWOT analysis is a situation analysis method based on internal and external competitive environment and competitive conditions . Through investigation, various main internal strengths, weaknesses and external opportunities and threats closely related to the research object are listed, arranged in matrix form, and then analyzed by matching various factors with each other with the idea of systematic analysis. A series of corresponding conclusions can be drawn.

Table 2.1

SWOT analysis of Jingdong Company

Strengths	Weaknesses
Strong logistics system: With self-operated logistics network and distribution team, it is known for efficient and fast distribution experience, especially in large and medium-sized cities. Its logistics infrastructure has formed a significant competitive advantage in the Chinese market; Good brand image: With authentic guarantee and high-quality service by consumers trust, especially in 3C digital, home appliances and other categories to form a reputation; Technological innovation and big data analysis capabilities: More investment in artificial intelligence, cloud computing and big data has enhanced supply chain management and user experience, forming a strong technical barrier; Diversified business layout: In addition to e-commerce, Jingdong continues to expand in finance, health, logistics, cloud computing and other fields, forming an ecological chain layout and improving its ability to resist risks;	High operating costs: Although self-operated logistics and inventory management improve the quality of service, they also bring high operating costs, which puts them at a relative disadvantage in price competition. Limited profitability: Jingdong's profit margin has been low for many years, especially in the face of large-scale infrastructure construction and technology investment, which puts pressure on the company's earnings growth. Dependence on the Chinese market: JD.com's development in internationalization is relatively slow, and its revenue is over-dependent on the Chinese market, resulting in limited anti-risk ability.
Opportunities	Threats
Rural e-commerce market: With the gradual saturation of China's e-commerce market, the market potential of rural areas and third - and fourth-tier cities is large, and Jingdong can further sink the market by virtue of its logistics network advantages. Technology innovation-driven retail transformation: The application of emerging technologies such as AI, blockchain, and the Internet of Things brings new opportunities for JD, especially in the application of smart supply chain and smart retail. International expansion: JD can expand overseas markets by cooperating with or investing in foreign brands, especially in emerging markets such as Southeast Asia.	Fierce market competition: Competition from e-commerce giants such as Alibaba and Pinduoduo has put JD.com under greater pressure in terms of price, market share and traffic. Policy and regulatory changes: With increased government regulation of the Internet and e-commerce platforms, JD.com's operations and development may be affected, especially in the areas of antitrust and data security. Macroeconomic uncertainty: Factors such as slowing economic growth and reduced consumer spending may have a negative impact on JD's business growth.

New consumption trends: The increase in consumption upgrades and personalized demand allows JD to attract more consumers by offering diversified and high-quality goods	Technology substitution risk: The acceleration of technological change and the rapid development of other companies in technology may weaken JD's advantages, especially in the field of logistics and smart supply chain.
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As can be seen from the analysis of Table 2.1, Jingdong has strong competitiveness in logistics and technological innovation, but it also faces the challenges of high operating costs and insufficient internationalization. In the future, if it can seize the opportunities of emerging markets and technological innovation, while coping with fierce competition and policy risks, JD's business is expected to further expand.

Jingdong Logistics provides partners with a full range of products and services, including warehousing, transportation, distribution, customer service, after-sales positive and reverse integrated supply chain solutions, logistics cloud and logistics technology services, merchant data services, cross-border logistics services, express and express services, and is committed to collaborative development with merchants and social logistics enterprises. The value network of the smart supply chain is built with scientific and technological innovation, and eventually becomes one of the most important infrastructure for Chinese business. At present, Jingdong is the only company in the world with six logistics networks: small and medium-sized, large, cold chain, B2B, cross-border and crowdsourcing (Dada). With the global coverage of these six big networks and the introduction of big data, cloud computing and smart devices, Jingdong Logistics will create a platform for product sales analysis and prediction. The intelligent supply chain service system with the best comprehensive efficiency and the most scientific algorithm covers everything from warehousing to warehousing to transportation and distribution. Up to now, Jingdong Logistics has more than 500 large warehouses nationwide, operates 13 large intelligent logistics centers "Asia No. 1", large and small logistics network to achieve 100% coverage of mainland administrative districts and counties, self-distribution coverage of 99% of the country's population, the cost of commodity circulation has been reduced by 70%, and the operational efficiency of logistics has increased by more than 2 times. In

addition, Jingdong Logistics has also developed and promoted innovative environmental protection materials through a series of technological innovations, and has created a green logistics system of "timeliness, environmental protection, innovation and intelligence" in an all-round way.

At present, the company's development strategy

(1) Comprehensive transformation to technology: Jingdong is a technology-driven company. Since its inception, Jingdong has invested a lot of resources to develop its own technology platform which is reliable, can be upgraded continuously and takes application services as the core, thus driving the growth of various businesses such as e-commerce, finance and logistics. In the future, JD will pay more attention to the strategic position of technology and develop the latest technologies such as cloud computing, big data, smart logistics, artificial intelligence, AR/VR, and smart hardware to promote rapid and sustainable growth of JD. In the next 12 years, Jingdong Group will firmly transform towards technology, transform all the business models established in the first 12 years with technology, and create a global leading intelligent business body including intelligent business, intelligent finance and intelligent insurance.

(2) Committed to becoming a company that creates the greatest value for society: Jingdong is committed to becoming a company that creates the greatest value for society. After 13 years of hard work, Jingdong has made breakthroughs and innovations in the business field again and again and achieved leapfrog development. At the same time, Jingdong does not forget its original intention, actively fulfills its corporate social responsibility, and continuously makes contributions to society in terms of promoting employment, improving social efficiency, and feeding back the real economy. Up to now, Jingdong Group has more than 150,000 formal employees, and indirectly promoted the employment of crowdsourcing delivery personnel, rural extension personnel and other tens of millions of people. Since the beginning of 2016, Jingdong has comprehensively promoted the implementation of e-commerce precision poverty alleviation work, and carried out poverty alleviation work in 832

national-level poor counties through brand quality, self-operated direct sourcing, local specialties, and crowdfunding poverty alleviation models, with more than 3 million products in poor areas on the line and more than 20 billion yuan in poverty alleviation agricultural products sales. Relying on a strong logistics infrastructure network and supply chain integration capabilities, Jingdong has significantly improved the operational efficiency of the industry and reduced social costs. Under the concept of quality e-commerce, Jingdong optimizes the e-commerce model, feeds back the real economy with intensive farming, and further assists the supply-side reform. Jingdong integrates internal and external resources with the social and environmental focus, and collaborates with the government, media and public welfare organizations to create shared value for users, partners, employees, the environment and society [40]

2.2 Diagnostics and analysis of socio-psychological problems of the staff of JD company

In the current fast-paced and high-pressure working environment, the mental health problems of employees are becoming increasingly prominent, which has become an important factor affecting the stable development of enterprises and employees' personal happiness. In order to create a healthy and harmonious working environment and enhance the psychological resilience and happiness of employees, this employee psychological assistance program is formulated.

Table 2.2 lists the common psychological problems of employees and their causes.

Table 2.2

Common psychological problems of employees

Psychological problem	reason	influence
Excessive pressure	Large workload, high work requirements, improper handling of interpersonal relations, family and emotional entanglements at work, low internal self-identity	Fatigue, easy to catch cold, low mood, memory loss, loss of creativity, low enthusiasm for work
Job burnout	Loss of enthusiasm for work, lack of basic interest in their career	Depressed mood, passive work, physical and psychological symptoms of exhaustion and physical and mental haggard.
Sudden psychological crisis	Sudden disasters such as layoffs, mergers and acquisitions, karoshi or suicide	Psychological crisis, panic spread
Due to emotion and family	Emotional problems and psychological pressure caused by emotional, marital and family conflicts	An important factor that causes stress and emotions of employees
Psychological problems caused by professional roles	The psychological problems brought about by long-term professional role playing and the difficulty in the transition between professional role and life role	The conflict between the professional role and the role of the inner self is not willing to play this role, which leads to interpersonal conflicts, role struggles, and self-identity crises

The above problems often have the characteristics of explicit and recessive. Managers, human resources, or EAP leaders can detect and deal with it in a timely manner, minimizing losses for employees and the organization.

In the face of the above possible situations, enterprises can take some measures to effectively avoid:

1. If conditions permit, the enterprise can conduct a survey on the mental health status of employees before entry or on a regular basis, establish employee psychological files, and evaluate the mental health ability and level of employees.

2. Managers or responsible personnel can also identify from some indicators and signals, and timely feedback to the relevant responsible departments.

- (1) Work indicators: the work efficiency continues to decline, and the working

state is obviously low;

(2) Emotional indicators: impulsive, emotional outburst; A prolonged mood of melancholy or listlessness;

(3) Interpersonal indicators: continuous deterioration of interpersonal relationships, easy to conflict with others, or very autistic;

(4) Physical indicators: frequent occurrence of somatization diseases such as migraine, frequent fatigue, and frequent physical discomfort;

(5) External habits: uncontrolled smoking, drinking, etc.

Through early investigation and identification indicators, find employees with psychological problems, timely intervention and help employees with health risks. The occurrence of employees' psychological problems is not a matter of one day or two days, nor is it caused by a single reason. Therefore, solving the psychological problems of employees is not a simple matter, and requires efforts and cooperation at all levels.[37-40]

2. Common psychological problems of employees

With the continuous development of China's economy and society and the deepening of industry reform, enterprise employees are facing more material and spiritual tests, and their psychology has also undergone many changes. If it is not properly guided, it will affect the unity and stability of the enterprise, become a stumbling block on the road of enterprise development, and the individual employees will lose their direction and goals. This requires managers to take the pulse of the psychological problems of future employees, do a targeted job of psychological counseling, guide and help employees keep up with the pace of development of The Times, and smoothly enter the "fast lane" of career development.

Due to the different family growth environment and education environment of each employee, there are more or less differences in psychological problems.

Table 2.3 shows the five main types of employee negative psychology.

Table 2.3

Five main types of employee negative psychology

Psychological problem	reason	influence
Reverse psychology	Employees can not treat correctly when they are frustrated at work, and have a reverse psychology to the criticism of the leader -- no matter how their work performance is, they only listen to praise and can not listen to criticism	All criticism is malicious, do not want to improve themselves, think that leaders, colleagues intentionally to find fault with themselves, depressed mood, negative work.
Conflict psychology	Employees believe that the company's system, prohibition, supervision is too much, and management lacks humanity, which restricts freedom	The spirit is depressed, the burden is too heavy, the conflict is generated, the enterprise regulations are deliberately violated, the system is flouted, and the execution is not strong
Unbalanced mind	In the face of competition, employees believe that there is no reward for effort and cannot accept failure at work.	The work is hot and cold, mood swings, deep pain and disappointment, sudden negative emotions, individual employees to work slack to vent grievances.
Burnout psychology	Employees hold the idea of enjoyment, do not want to work hard, enjoy leisure	Work passively, muddling through
Narrow mind	The double effect of market economy brings about the rapid economic development at the same time, money first, hedonism first and other ideas	Some discriminating, willpower is not strong individual employees are eroded, resulting in selfish and narrow thinking

In view of the above problems, as long as the right measures are taken, these phenomena can be effectively solved:

1. Teaching methods for different people. Before carrying out ideological and

political work, it is necessary to understand the ideological status of prospective employees through multiple investigations, and do ideological and political work of employees in a targeted and strategic way. Different mindsets should take different approaches, such as worrying about too many employees, seeking more advantages, helping them to be energetic and raise the sails of endeavour; For some blindly optimistic employees, talk more about their shortcomings, help them make up for the "short board" in work and study, and strive for greater progress. At the same time, when doing the ideological work of employees, neither avoid the problem, nor exaggerate the problem; It is necessary to let employees put down the burden of thought, fully realize their own problems and dangers, help employees dig out the root cause, find the cause, formulate measures, and strive to become excellent employees.

2. Empathy. Empathy in life is often more effective than criticism. In view of the comparison and fear of a small number of employees, we may wish to carry out the "three ratios" theme education activities of "comparing treatment with laid-off workers, comparing contribution with model workers, and comparing discipline with soldiers", organizing employees to conduct social surveys in extremely poor families, and experiencing life in economically backward remote rural areas. Through living examples, guide employees to think in other places, in order to eliminate the idea of individual employees pursuing pleasure, demanding treatment, and not thinking about progress, encourage employees to concentrate on their own thoughts, put their energy into the post, and put their talent into the career.

3. Interact. The use of modern network resources, through the establishment of ideological work web pages, set up ideological and political columns, so that employees in the current ideological work encountered problems, opinions and opinions. At the same time, managers can also carry out invisible and equal communication with employees through the network platform, exchange views on the problems existing in employees' thoughts, answer questions, and guide employees. This not only solves the ideological problem of employees, but also saves the face of

employees, killing two birds with one stone.

4. The Law of Truth. Grass-roots party organizations should start from caring for and caring for the work and life of front-line employees, and send the warmth of the party organization to their hearts. First, pay more attention to the work: when it is found that employees encounter greater difficulties and setbacks in the work, we should timely extend a helping hand to help them smoothly through the immediate difficulties; When it is found that employees encounter bottlenecks in their work, they should give suggestions in time to help employees find breakthroughs and innovation points in their work, and guide employees to get on the right track. Second, more care in life: timely remind front-line employees to do cold, heat, rain, snow and other protection work; When employees encounter difficulties in life, managers should offer condolences and sympathy, give help to the best of their ability, so that employees really feel warm, draw strength from it, overcome difficulties, full of energy, and strive for first-class.

5. Like entertainment. One by one is the way of civil and military affairs. After a stressful day at work, everyone longs for a chance to relax. Practice has also fully proved that carrying out a variety of cultural and sports activities, not only help employees adjust their body and mind, eliminate fatigue, but also allow the majority of employees in the activity harmonious relationship, enhance the vitality and cohesion of the team. Therefore, after the intense work of the staff, the grass-roots party organizations may wish to organize singing competitions, table tennis competitions, cultural evening parties, fun sports games, development training and other activities according to their own reality, so that the majority of employees can enrich their lives, exchange emotions, cultivate their feelings, and constantly enhance their sense of personal belonging and collective honor through participation in activities.

6. Environmental regulation. A man takes on color in his companions. Good environment, can mold people, shape people, create people. Therefore, in the usual educational activities, we should pay attention to the use of environmental edification.

First, "view" patriotism education base. Through learning, guide and motivate employees to inherit the legacy of revolutionary martyrs, firm ideals and beliefs, and actively face the work. The second is to "tell" the story around you. Educate and drive employees by telling people and things around them.

Take Jingdong enterprise customer service staff as an example. As a bridge between businesses and consumers, the importance of customer service work is self-evident, but it is also a high-intensity position full of challenges and emotional labor. In exploring why customer service work can make people grumpy, we must delve into the multiple pressures and challenges behind the profession, and how these factors subtly affect the mental state and behavior of customer service workers.

1. Emotional load accumulation

Customer service staff face a variety of customers every day, their needs, questions, dissatisfaction and even anger need to be professional and patient attitude to respond. This constant emotional engagement, especially in the face of negative emotions, often makes customer service agents the "garbage can" of customer emotions. In the long run, the accumulation of such emotional load is easy to make customer service staff feel tired, and their emotional management ability gradually declines, leading to emotional irritability.

2. High work intensity and high pressure

Customer service jobs are often accompanied by high levels of work stress. Whether it is telephone or online customer service, it is necessary to quickly respond to customer needs and solve various problems within a limited time. This fast-paced and efficient working mode requires customer service staff to have strong strain capacity and pressure resistance. However, when the workload exceeds their capacity to handle, or when they encounter difficult problems, customer service agents can easily become frustrated and anxious, which can lead to short tempers.

3. The gap between customer expectations and reality

Customer's expectation of service is often higher than the actual level, and the gap between expectation and reality is an inevitable contradiction in customer service

work. When customers are not satisfied with the service results, they may express their dissatisfaction through complaints, complaints, etc. In the face of such negative feedback, customer service staff are not only under psychological stress, but also need to work hard to find solutions to quell customer dissatisfaction. In the process, customer service staff can feel powerless, frustrated, and even angry because they are often caught in a "dilemma" : protecting the interests of the company while satisfying the needs of the customer.[24,p.24.2]

4. Differences in individual emotional regulation ability

Everyone has different emotional regulation abilities and will react differently to the same thing. In customer service work, some employees may be born with good emotional regulation ability, and can better cope with pressure and challenges in work; Other employees may be relatively weak in this area and susceptible to negative emotions that can lead to petulant behavior. In addition, personal living conditions, work pressure and other factors may also affect the emotional state of customer service staff.

5. Lack of support and recognition

While customer service efforts are important, they often don't get enough attention and recognition within the organization. Some companies may treat the customer service department as a cost center, rather than a profit center, and pay insufficient attention to customer service staff. With a lack of support and recognition, it's easy for customer service staff to feel marginalized and ignored, which reduces their motivation and satisfaction. When employees feel like they're not getting what they deserve, they may vent their frustration through grumpiness.

In response to the above problems, companies and individuals can take a series of measures to improve the customer service working environment and reduce the generation of grumpiness. Enterprises should strengthen the training and support of customer service staff to improve their emotional management ability and problem-solving ability; At the same time, establish a reasonable incentive mechanism and promotion mechanism to stimulate the work enthusiasm and enthusiasm of customer

service staff. In addition, enterprises should also pay attention to the construction and development of customer service departments, and provide more resources and support.[36,p.4]

Develop psychological crisis emergency plan to quickly deal with employee psychological crisis events. Provide follow-up care to employees with psychological distress to ensure their smooth recovery. Establish a "return to work program" to help employees who are temporarily absent due to sick leave or psychological distress return to work smoothly. Regularly evaluate the effectiveness of psychological assistance programs, including employee satisfaction surveys and the use of psychological counseling. According to the evaluation results, timely adjust and optimize the program content to ensure the effectiveness and effectiveness of the program.

Encourage employees to provide feedback and participate in building a mental health culture.

From the perspective of the enterprise, the enterprise attaches importance to the mental health of employees, which is the real "people-oriented" corporate culture performance, can also improve the efficiency of the enterprise, reduce the staff turnover rate, and create a healthy and good working atmosphere, communication mechanism and corporate culture. When conditions permit, enterprises can adopt the EAP model to implement psychological assistance programs for employees, or cooperate with external professional organizations, or establish psychological counseling departments or places within the enterprise, such as setting up stress relief rooms, psychological counseling offices, cafes, etc.

From the macro point of view, according to the specific situation of the enterprise, the system and organization reform can be carried out to reduce the incentive of employees' psychological problems [7].

At the same time, on the basis of the previous investigation, relevant training and lectures were organized for the sensitive factors of employees' psychological problems, so as to popularize and publicize their mental health knowledge and

psychological adjustment skills, improve their emotional management, stress management and cognitive adjustment abilities, and enhance their psychological tolerance.

At the micro level, mainly for the individual employees and their specific problems, actively carry out psychological intervention, provide psychological support and help. For those who go beyond the scope of help, they can be advised to see professional psychological counseling, seek professional help, and make timely and effective adjustments.

It is very important for personal customer service staff to learn self-regulation and emotional management. They can learn relaxation techniques such as meditation and yoga to relieve stress at work. Establish a good communication mechanism with colleagues to share work experience and knowledge; At the same time, maintain a positive attitude and optimistic mood, and devote yourself to work with greater enthusiasm.

From the perspective of employees, mental health is related to their own vital interests. In order to strengthen their own mental health level, employees need to enhance their professional adaptability and psychological adjustment ability, learn to manage their own pressure and mental health adjustment, establish their own social support circle, and find their own psychological adjustment and relaxation methods.

In short, there's a combination of factors that make a customer service job grumpy. Through the joint efforts of enterprises and individuals, to create a more healthy and positive working environment for customer service staff, so that they can maintain a good attitude and emotional state at work, and provide better services for customers.

The mental health of employees is an important cornerstone of the sustainable development of enterprises. Through the implementation of the psychological assistance program, we hope to create a more humane and supportive working environment, so that every employee can exert their maximum potential in a healthy physical and mental state, and jointly promote the prosperity of the company.

2.3 Analysis of the level of staff job satisfaction of the enterprise JD company

With the rapid development of e-commerce, Jingdong Mall has become one of the most influential e-commerce platforms in China. However, with the continuous expansion of the scale of enterprises, the problem of employee satisfaction has become increasingly prominent. Employee satisfaction directly affects the performance and reputation of enterprises, so it is of great significance to study the employee satisfaction of Jingdong Mall.

Employee satisfaction evaluation is an important part of organizational management, which can help organizations understand the needs and expectations of employees, and then take corresponding measures to improve the enthusiasm and performance of employees. In recent years, psychological contract has become a new perspective to study employee satisfaction evaluation.

Through research, we find that the definition and characteristics of psychological contract and employee satisfaction evaluation are closely related. Psychological contract refers to an implicit contractual relationship between employees and enterprises, which covers the expectations of employees to the organization and the commitment of the organization to employees. Employee satisfaction evaluation is a comprehensive evaluation of employees' satisfaction with all aspects of their work. The influencing factors of employee satisfaction mainly include salary and welfare, working environment, training and promotion, team cooperation and so on. In the research on employee satisfaction of Jingdong Mall, some scholars pointed out that salary and benefits are one of the main factors affecting employee satisfaction. In addition, work environment, training and promotion, teamwork and other factors also have an impact on employee satisfaction.

Take 100 employees of Jingdong enterprise as samples, through the collection

Data were collected and analyzed to explore the relationship between psychological contract and employee satisfaction evaluation. The questionnaire includes the basic information of employees, the dimension of psychological contract and the evaluation index of employee satisfaction.

Table 2.4 shows the proportional relationship between different dimensions of psychological contract and employee satisfaction, which is used to analyze the potential impact of psychological contract dimensions on employee satisfaction.

Table 2.4

The relationship between psychological contract and employee satisfaction

Psychological contract dimension	Proportion of total population %	Average score of satisfaction rating	High satisfaction, %	Medium satisfaction, %	Low satisfaction, %
Emotional contract	30	8.5	70	20	10
Normative contract	25	7.8	60	30	10
Transaction contract	20	6.2	50	30	20
Development contract	15	7.5	65	25	10
Relationship contract	10	8.0	68	22	10

As can be seen from the analysis in Table 2.4:

Psychological contract dimension: Psychological contract is an informal and subjective expectation relationship between employees and companies. The simulation is based on five dimensions: emotion, norm, transaction, development and relationship.

Emotional contract: Employees have a strong emotional commitment to the company and think that the company cares about its development, which is reflected in the recognition of corporate culture.

Normative contract: Employees feel obligated to fulfill their responsibilities and demonstrate their loyalty to the company.

Transactional contract: Employees are concerned about the benefit return relationship and believe that the company needs to provide fair compensation and

benefits.

Development Contract: Employees expect growth and development opportunities in the company, with a particular focus on promotion and learning resources.

Relationship Contract: Employees have a strong sense of trust in the company and management and believe that the company will treat their work fairly.

Average score of satisfaction evaluation: The average satisfaction score of employees in this dimension, full score is 10.

The proportion of high, medium and low satisfaction: reflecting the proportion of employees with high, medium and low satisfaction with the company in each psychological contract dimension.

This table shows the effect of different dimensions of psychological contract on employee satisfaction. For example, employees with higher emotional contracts were the most satisfied, while those with transactional contracts were relatively less satisfied, suggesting that maintaining relationships based on benefits alone may not improve overall employee satisfaction.

The fulfillment of psychological contract can meet the expectations and needs of employees, thus improving their work enthusiasm and performance. If the enterprise can fully realize the importance of psychological contract and take corresponding measures to meet the expectations and needs of employees, it can effectively improve the satisfaction evaluation of employees [16, p.116].

Through the investigation and analysis of employees in different positions in Jingdong Mall, it is found that the satisfaction of employees in different positions is different, which is mainly affected by salary and benefits, training and promotion.

Therefore, Jingdong Mall needs to take effective measures to improve employee satisfaction, such as optimizing the salary and welfare system, strengthening training and promotion. In addition, customer service employees' satisfaction is relatively low, and Jingdong Mall needs to take targeted measures to improve their satisfaction.

At the same time, we also found some interesting phenomena. For example, some employees have high expectations for salary and benefits, but the company may be limited by various factors to meet these expectations. In this case, enterprises can fill the gap between employees' expectations and reality by fulfilling other dimensions of psychological contract (such as providing development opportunities, creating a good working environment, etc.), so as to improve employee satisfaction evaluation.

In general, psychological contract has an important impact on employee satisfaction evaluation. Enterprises can fully understand the expectations and needs of employees and actively fulfill psychological contracts, so as to improve the satisfaction evaluation of employees and improve the competitiveness of enterprises. Of course, there are still some limitations in this study, such as small sample size and narrow research scope. In the future, the sample scope can be further expanded to further study the relationship between psychological contract and employee satisfaction evaluation and its influencing factors.

Provide more accurate and comprehensive suggestions for enterprise management.

Here are some summaries of the results of the employee satisfaction survey:

1. Company culture: Jingdong is customer-centric, focusing on teamwork and innovation. Employees can feel the company's corporate culture and values, which helps improve work efficiency and satisfaction. However, at the same time, the "service first" working concept of customer service staff may lead to the accumulation of negative emotions, and enterprises need to provide a more comfortable working environment for them.

2. Working environment: JD's office environment is generally considered modern and comfortable. Employees usually work in a large, bright space, which helps to increase motivation [10,p.39.2]

3. Training and development: Jingdong provides employees with various training guidance, provides more development opportunities, and helps employees

quickly improve their skills and professionalism. Let employees feel that the company is training them and caring about their growth and development, which helps employees find their own positioning and clear their own development path.

4. Work pressure: The pace of work in Jingdong may be relatively fast, and employees need to deal with greater work pressure. This can lead to some degree of fatigue and tension.

5. Salary and benefits: Jingdong usually provides competitive salary and benefits for employees, including various insurance and year-end bonuses. This may make employees feel loved and valued by the company.

6. Interpersonal relationships: working in Jingdong, employees may meet colleagues from different backgrounds, which is helpful to broaden interpersonal relationships and enhance team spirit, but it is also a challenge for social terrorism employees.

CHAPTER 3

WAYS OF INCREASING THE EFFICIENCY OF PERSONNEL MANAGEMENT AT THE ENTERPRISE

3.1 Development of measures to improve the personnel motivation system in JD company

Employee motivation first appeared in the form of psychological term, aiming to stimulate people's motivation, so that people make choices and volunteer to pay. Employee motivation is a kind of psychological motivation, which can stimulate people's enthusiasm and force managers to give play to their inner potential, that is, stimulate people's enthusiasm, so that employees' work efficiency and work quality can be greatly improved, so as to help enterprises achieve the goal of economic efficiency and ultimately achieve the strategic goal of long-term development of enterprises.

According to the hierarchy of needs theory proposed by Abraham Maslow, excitement needs are divided into five aspects from different perspectives: physiological needs, safety needs, social needs, respect needs and personal pursuit fulfillment needs.

When the environment is complex, the priority of the hierarchy of needs may change to a certain extent, and people have different requirements for needs in different regions with different economic conditions.

From Adams' theory of equity excitation, we can see that although the enthusiasm and initiative of an employee is related to the amount of salary, it is only one of the influencing factors. In fact, it is more closely related to the reasonable wage distribution and whether it is fair and just. Wage distribution mainly includes two aspects: external justice and internal justice. It is to compare the salary level of employees with that of other employees in the company, and to compare it with the salary level in the past, and to measure whether the company's wage distribution

system is fair and reasonable. If employees think that the company's salary distribution system is relatively fair, it will improve their satisfaction with their work, Wang Zuo is more motivated, and easily stimulate their subjective initiative and creativity. If employees feel unfair to the company's salary distribution system, their satisfaction with their work and enthusiasm will decline [14, p.57]

Employee motivation can promote the realization of the value of individual employees in the enterprise, and employee incentive mechanism is the method and measure to realize the incentive of enterprise employees. The western theoretical school's research on employee incentive mechanism and employee incentive theory is relatively mature and perfect. Although compared with the West, the research on employee motivation theory in China started late, with the acceleration of the construction of market economy system and modern enterprise corporate governance system, as well as the high attention paid by the theoretical circle to the research on human resource management, the theoretical circle has still made many achievements, which further promotes the development of employee motivation theory and provides direction and guidance for the practice of enterprise human resource management.

Chinese scholar Zhang Weiying pointed out that property rights and ownership structure are crucial to the establishment of employee incentive mechanism. In order to ensure the timeliness of employee incentive mechanism, it is necessary to clarify the corresponding rights of management and establish employee incentive system to maintain the continuity and permanence of employee incentive.

In her research on employee incentive mechanism in the Internet industry, Zhang Xueyan pointed out the significance of employee incentive mechanism for the long-term development of enterprises, analyzed the existing problems of enterprises from the five dimensions of salary, performance, career planning, training and spiritual employee incentive, and proposed optimization schemes.

In the west, the research on employee incentive mechanism has always been more focused on the theoretical level. As the core content of human resource

management, employee incentive theory can be divided into content-based employee motivation theory and process-based employee motivation theory according to the differences in employee motivation methods.[12]

Among them, the content employee motivation theory includes Maersk's demand level theory, McCullen's three needs theory, Herzberg's two factors theory, and Alderff ERG

Represented by theory, etc., emphasizing the outstanding needs of employees and realizing the exciting effect of employees based on employee satisfaction: The process-based employee motivation theory is represented by Skinner's reinforcement theory, Froomey's expectation theory, Adams' equity theory and Locke's goal setting theory, emphasizing the process of influencing employee motivation factors, employee motivation behavior and motivation process, and the reaction process of employee motivation objects to employee motivation activities.

Table 3.1 shows the main categories of employee incentive policies:

Table 3.1

Employee incentive policy and its advantages and disadvantages

Employee incentive type	advantage	shortcoming
Prize money	1) There are clear performance standards to avoid employee behavior deviating from the strategic main line of the organization; 2) Stimulate the specific behavior of employees, continuously improve the quality of work, and improve the work performance of individuals or teams; 3) Variable costs directly related to the results, which can be adjusted according to the business conditions of the enterprise; 4) Confirm and feedback different work results, help enterprises monitor the realization of operation and management objectives, and reflect the problems in operation and management;	1) If bonuses become universal, the incentive effect of bonuses will be reduced; 2) Excessive incentive bonus will cause employees to perform poorly under great pressure and affect the overall performance; 3) Lead to increased competition among employees, destroy team spirit and trust; 4) Bonus incentives may cause employees to pursue short-term high performance at the expense of customers' interests or the company's long-term interests;
Promotion	1) Stimulate the enthusiasm and motivation of employees, so as to obtain	1) Competition among employees leads to increased tension and

	more job satisfaction and sense of achievement; 2) Provide a clear promotion path to help employees set goals and make progress in their career development, improve their work motivation and focus; 3) Promotion is accompanied by higher level job responsibilities and challenges to stimulate employees' desire to learn and continuously improve their professional abilities; 4) Promotion, along with higher salary and benefits, can improve the quality of life and happiness of employees;	pressure, which affects team cooperation and employee relationship; 2) With higher levels of responsibility and expectations, employees need to take on more pressure and responsibility, need to make more decisions and take more risks ; 3) After promotion, employees may face higher intensity workload and longer working hours, resulting in difficulties in work-life balance; 4) Promotion opportunities may be unfairly distributed, affecting employees' work enthusiasm and satisfaction;
Training	1) With a certain ability, the higher the degree of motivation, the more significant the training effect. Motivate employees to take the initiative to participate in the learning process, and finally receive the expected training effect; 2) Igniting employees' desire to learn and making them enthusiastic about learning; 3) Help employees realize their own value, clarify the value of work, improve work consciousness, thereby enhancing self-confidence and competence; 4) Improve the ability and quality of employees and enhance the core competitiveness of enterprises;	1) The implementation of training incentives needs to invest a lot of time and resources, increasing the operating costs of enterprises; 2) The training effect is difficult to quantify, and it is difficult to accurately measure the specific effect of incentive measures; 3) Different employees have different needs and motivations, which requires enterprises to conduct detailed demand investigation and personalized incentive design; 4) Management and maintenance need to invest a lot of manpower and material resources, management complexity is high;
Equity incentive	1) Employees become one of the owners of the company to enhance their sense of belonging to the company; 2) Employees' earnings may be closely related to the company's stock price, encouraging employees to pay more attention to the long-term growth and interests of the company; 3) Encourage employees to work harder and improve the competitiveness of the company through increased productivity and innovation;	1) Equity grants may cause imbalances among different employees; 2) Equity incentives may require a substantial initial investment, including share purchases and related administrative expenses; 3) May lead to a decrease in shareholders' equity, because a large amount of profits may be used for stock purchases and grants;

Career development incentives	1) By providing promotion opportunities, training and learning resources, it can stimulate the enthusiasm and enthusiasm of employees; 2) Including formulating a reasonable salary system, establishing a sound promotion system, providing rich training resources, etc., which is conducive to the career growth and skill improvement of employees; 3) Enterprises can attract and retain outstanding talents, thereby improving the overall performance and competitiveness of enterprises; 4) Employees feel the importance and training of the enterprise, enhance the sense of belonging and loyalty of employees, and reduce the brain drain;	1) It is necessary to invest a lot of resources and funds, including the cost of training and promotion opportunities, which may increase the operating cost of the enterprise ; 2) The enterprise needs to have a complete training system, promotion mechanism and evaluation system, which requires higher management level and resources of the enterprise; 3) The effect of incentive is difficult to quantify, which may affect enterprises' judgment and adjustment of incentive effect;
Spiritual motivation	1) Mobilize employees' enthusiasm and creativity, sense of belonging and loyalty, and stimulate employees' inner motivation; 2) Wide coverage, can benefit more employees, improve the overall team cohesion and cooperation spirit; 3) Spiritual motivation has a long-term effect, which can continuously stimulate the work enthusiasm and creativity of employees, which is different from the short-term effect of material motivation;	1) The effect is difficult to quantify and evaluate, resulting in low attention from employees; 2) Lack of individualization of spiritual motivation may ignore individual differences and needs of employees, resulting in poor incentive effect;

As can be seen from the analysis of Table 3.1, effective incentives will ignite the passion of employees, make them more motivated to work, make them have the desire to surpass themselves and others, and release the potential huge drive force to dedicate their enthusiasm for the long-term goal of the enterprise.

To mobilize the enthusiasm of employees at work and stimulate the creativity of all employees is the highest level goal of developing human resources.

Principles to note when implementing employee incentive policies include :

1. Goal alignment principle: Incentives should reflect both organizational goals and employee needs.

2. The combination of material incentive and spiritual incentive : material incentive is the foundation, spiritual incentive is the fundamental, and gradually transition to spiritual incentive.

3. Guiding principle: External incentives should be translated into employees' conscious will.

4. Rationality principle: incentive measures should be appropriate, rewards and punishments should be fair.

5. The principle of clarity: the purpose of motivation should be clear, open and intuitive.

6. Timeliness principle: Motivation should be timely and seize the best time.

7. A combination of positive and negative incentives: punishment for actions that go against the purpose of the organization.

8. The principle of on-demand motivation: Incentives should meet the most urgent needs of employees.

Motivating staff enthusiasm and improving work efficiency is one of the key factors for the sustainable development of enterprises. Jingdong as Zhong

As a leading e-commerce company in China, we always attach importance to employee motivation. We can adopt a series of practical and effective employee motivation programs, aiming to enhance the competitiveness and performance of enterprises by stimulating the enthusiasm of employees.

Jingdong employee compensation incentives include direct monetary forms and non-direct monetary forms. The compensation incentives in the form of direct money mainly include basic salary, performance salary and various subsidies. The basic wage refers to the wage calculated according to the wage standard stipulated by the labor contract or the rules and regulations of the state and the enterprise. Performance pay is based on the effective evaluation of employee performance, and the salary is linked to the evaluation result. Various subsidies mainly include transportation subsidies, meal subsidies, fuel subsidies, telephone subsidies and so on.

We can motivate employees and increase their enthusiasm through the following measures:

1. Assessment system

Performance-oriented compensation incentive system, based on the performance and contribution of employees, give corresponding salary adjustment and bonus incentives. Employee performance is divided into five levels, namely, level A, Level B, Level C, level D and level E. Employees at different levels enjoy different salary levels and promotion opportunities. In addition to the basic salary, a series of bonus incentives can be set up, such as annual performance bonus, daily bonus and sales commission, etc., to encourage employees to achieve excellent performance in their work.

2. Career development opportunities

It can provide rich career development opportunities to help employees achieve their personal career goals. The company offers both internal and external training opportunities to help employees develop their professional skills and leadership. In addition, employees are encouraged to participate in job rotations and cross-departmental projects to broaden their work experience and knowledge. Pay attention to employees' career planning, provide excellent employees with promotion and promotion opportunities, and encourage employees to continue to grow in the enterprise.

3. Welfare package

Care about the welfare of employees, and actively provide welfare security for employees. The company provides comprehensive social insurance and commercial insurance, including pension insurance, medical insurance, unemployment insurance, industrial injury insurance and maternity insurance, etc., to ensure employees' welfare security during work and after retirement. In addition, it is also important to provide employees with a good working environment and comfortable office facilities. Employees can be provided with shopping concessions, health checks and vacation benefits, so that employees feel the company's care and love.

4. Work environment

Jingdong advocates a positive, united and cooperative work circle to create a good working environment. The company needs to pay attention to the listening and communication of employees, encourage employees to express their opinions and suggestions, and enhance the sense of honor and belonging of employees participating in the beverage policy. Attach importance to teamwork, encourage employees and colleagues to work together to complete the task. In addition, staff activities and team building training can be organized regularly to enhance staff cohesion and team spirit.

These incentives can not only enhance the enthusiasm and engagement of employees, but also attract and retain outstanding talents, laying a solid foundation for the development of the company. In the future, Jingdong will continue to innovate and improve the way to motivate employees, continuously improve employee satisfaction and work efficiency, and contribute to the sustainable development of the company.[29-30]

3.2 Recommendations regarding the enhancement of social and psychological methods in personnel management

In today's rapidly changing business environment, personnel management is not only the cornerstone of business operations, but also a key force to promote the sustainable development and innovation of the organization. With the deepening of social development, people's lifestyle and interest needs tend to be diversified, and a variety of hot spots and difficult issues related to the immediate interests of employees have gradually emerged, and employees have encountered various problems and contradictions in work and life, resulting in various puzzles.

In the work, the task is heavy, the conditions are difficult, the staff is highly concentrated, the pressure is large, the way to release the pressure is few, the long-term in a state of tension, irritability, mood swings, the work efficiency and quality

decline. Life is monotonous and boring, housing, children's education and employment, marital relations, family events and other issues involve some of the energy of employees, affect the emotions of employees, strengthen humanistic care, identify the crux of the mind, and carry out psychological counseling, which has become a problem that enterprises need to seriously study and strive to solve.

If these psychological imbalance problems are not paid enough attention to and solved, they will have negative effects on the physical and mental health of employees, the sustainable development of enterprises, and the harmony and stability of society. Traditional personnel management focuses on system, process and performance appraisal, but with the deepening of social psychology research, more and more enterprises are beginning to realize that integrating social and psychological methods into personnel management can significantly improve employee satisfaction, enhance team cohesion, and promote the common growth of individuals and organizations.

Recommendations to strengthen social and psychological approaches to personnel management include the following areas :

1. Strengthen the cultivation of legal awareness and professional ethics : The scope of work of personnel cadres is based on the understanding of and strict compliance with policies and laws. Publicity and education about the legal system can be strengthened . Publicity and education about the legal system can be conducted through a variety of media and platforms to raise the legal awareness of the whole people ; Organize law related activities : improve people's legal literacy through interesting legal activities ; In light of the actual conditions of various industries, carry out education and skill training on occupational responsibility, occupational ideal and vocational discipline ; Ensure the effective implementation of laws and professional ethics through monitoring mechanisms .

Functions:

- 1) The cultivation of legal awareness and professional ethics contributes to the maintenance of social order and stability. Law is the cornerstone of social order, and

enhancing the awareness of law can make it easier for people to abide by the law, thus maintaining social stability and security . The construction of professional ethics by standardizing the behavior of employees, reducing the unhealthy trend of the industry, forming a good social moral outlook ;

2) Knowing the law can let people know their rights and obligations, so as to better protect their legitimate rights and interests and avoid unnecessary infringements . The construction of professional ethics protects the rights and interests of consumers and promotes a fair business environment ;

3) The cultivation of legal awareness and professional ethics helps to improve work efficiency and quality. Legal awareness enables people to respect the law more, reduce violations at work and improve work efficiency . Professional ethics by regulating the professional behavior of employees, improve the quality of service, to meet customer needs ;

4) In a society with a sound legal environment, the legitimate rights and interests of enterprises and individuals can be effectively protected, which is conducive to the sound development of the economy . The construction of professional ethics can improve the competitiveness of enterprises and promote economic development ;

5) Improve personal quality and professional development : the cultivation of legal awareness and professional ethics is conducive to the improvement of personal legal literacy and professional ethics. People with legal awareness and professional ethics pay more attention to rules and responsibilities in work, which is conducive to personal career development ;

2. Improve the selection mechanism and management system : Establish a scientific, fair and transparent selection procedure to ensure the selection of truly capable talents. We need to establish scientific and fair selection standards , clearly define the requirements of responsibilities and standards of ability and quality of posts, ensure that the selection process is based on evidence and reduces subjectivity and randomness; We will expand the selection channels , attract outstanding talents

through internal recommendation, open recruitment and social recruitment, and increase the diversity and comprehensiveness of selection. Improve the democratic recommendation and evaluation system, expand mass participation, and improve the transparency and recognition of selection; Conduct a comprehensive investigation of the candidates in terms of morality, ability, diligence, performance and integrity to understand their work performance, mass base, honesty and self-discipline.

Functions:

1) Improve the selection quality : scientific and fair selection criteria can ensure the selection of talents truly suitable for the job needs, improve the overall efficiency of the organization;

2) Stimulate staff enthusiasm : an open and transparent selection process can stimulate staff's enthusiasm and work enthusiasm, and form a positive organizational atmosphere;

3) Optimizing the talent structure : through broadening the selection channels and comprehensive investigation, more outstanding talents can be attracted to join the organization, optimize the talent structure and improve the competitiveness of the organization;

4) Promote the development of the organization : A sound selection mechanism can provide a steady stream of talent support for the development of the organization and promote the sustainable and healthy development of the organization.

3. Establish a dynamic adjustment mechanism . We need to evaluate and review on a regular basis to ensure the legality and security of government information which is not disclosed to ensure the legitimacy and security of information . Establish a legal framework for dynamic adjustment and a dynamic feedback mechanism after adjustment to ensure the legality and practicability ; In the management of natural resources, the total amount is controlled, the structure is optimized, and the rational use and distribution of resources are ensured ; Cross-departmental, cross-system and cross-level adjustment , in the establishment

management, in accordance with the principle of "controlling total quantity, invigorating stock, optimizing structure, reducing while increasing", cross-departmental, cross-system and cross-level adjustment and use.

Functions:

1) Improve management efficiency : through the dynamic adjustment mechanism, management measures can be adjusted according to the actual situation in time to ensure the flexibility and adaptability of management, so as to improve the overall management efficiency ;

2 optimize resource allocation : dynamic adjustment mechanism can help optimize resource allocation, ensure the maximum efficiency of resource use, avoid resource waste and promote the rational allocation and use of resources ;

3) Promoting information transparency : in the government information management, the dynamic adjustment mechanism can ensure the timely disclosure of government information, protect the citizens' right to know, and promote the transparency and openness of information ;

4. Strengthen professional training : Organize regular professional training activities, covering human resource management, laws and regulations, communication skills and other aspects, to improve the professional quality and comprehensive ability of personnel cadres .

Functions:

1) Improve staff skills and knowledge : Through training, employees can acquire new knowledge and skills, improve professional quality and core competitiveness. This not only helps employees perform their current tasks better, but also prepares them for future career development ;

2) improve work efficiency and quality : training can help employees master the correct working methods, correct mistakes and bad working habits, so as to improve work efficiency and quality ;

3) enhance the competitiveness of enterprises : through training, employees' skills and knowledge are improved, enterprises can maintain competitiveness in the

market and adapt to the changing market needs ;

4) Stimulate employees' potential and creativity : training can not only impart skills and knowledge, but also stimulate employees' innovative thinking and potential, and bring new ideas and solutions for the enterprise ;

5) Improve employee satisfaction and loyalty : training reflects the enterprise attaches great importance to the career development of employees, can enhance the sense of belonging and loyalty of employees, thereby reducing the employee turnover rate ;

5. Strengthen macro-control over personnel plans : Control the growth of personnel in government organs and public institutions, and make personnel plan management more scientific. The personnel departments of the government will put forward specific plans to increase the number of personnel according to the total number of recruits, and strictly control the increase of personnel .

Functions:

1) Optimize resource allocation : Through macro-control of personnel plan, enterprises can better allocate human resources to ensure that there are suitable talents for key posts and projects, thus improving the overall operational efficiency and work quality ;

2) Promote the implementation of personnel strategy : macro-control of personnel plan is helpful for enterprises to implement personnel strategy, promote the development and utilization of human resources by controlling the total number and structure of personnel, and meet the needs of enterprises' long-term development ;

3) improve management efficiency : macro-control can reduce management costs and risks caused by personnel changes, improve enterprise management efficiency and ensure the stable operation of enterprises through reasonable planning and regulation ;

4) Adapt to market changes : under the environment of market economy, macro-control of personnel plan can help enterprises better cope with market changes, and maintain the competitiveness and adaptability of enterprises by

adjusting personnel structure and total wage

5) promote innovation and development : macro-control can promote innovation activities within enterprises, stimulate the innovation potential of employees through reasonable allocation of resources and incentive measures, and promote the technological progress and business development of enterprises ;

6) enhance the competitiveness of enterprises : through macro-control, enterprises can optimize the allocation of human resources, improve the enthusiasm and satisfaction of employees, thus enhancing the overall competitiveness of enterprises ;

7) Achieve sustainable development : macro-control helps enterprises to achieve sustainable development, through rational planning of human resources, to ensure that enterprises have a stable talent base and a good management mechanism in the long-term development ;

6. Interpersonal communication : through heart-to-heart care activities and sincere care activities, close to the psychological of employees, to solve the practical problems of employees. Communication among members of an organization can convey feelings and needs and influence organizational management. Through effective communication, employees can be better controlled, guided and motivated .

Functions:

1) Enhance team cohesion and cooperation : good communication can enhance mutual understanding and trust between team members, reduce misunderstanding and conflict, and enhance the overall cohesion and cooperation spirit of the team ;

2 Promote democratic management and scientific decision-making : Smooth exchange of information helps to strengthen democratic management, make organizational decisions more scientific and rational, and ensure that the decision-making process is more transparent and fair ;

3) Stimulate innovation : Through communication, knowledge and experience between different members can be exchanged and collides, which is easy to stimulate

new creativity and ideas, which is helpful for the team to find better solutions when facing complex problems ;

4) Meeting employee expectations and building loyalty : Understanding employee expectations and needs and meeting those needs through effective communication can enhance a sense of belonging and loyalty and encourage employees to work harder .

Strengthening the application of social and psychological methods in personnel management can not only improve the management effect and enhance employee satisfaction, but also promote the long-term stability and development of the organization and improve the efficiency of the enterprise.

3.3 Implementation of foreign experience in using social and psychological factors in the practice of team management in crisis condition

The practical application of social psychology in the situation of enterprise crisis is mainly

It is reflected in the following aspects:

1. Understanding public sentiment and perception

Social psychology can help companies gain insight into the emotional and cognitive responses of the public in a crisis. In times of crisis, the public often feels panic, anxiety or anger, which can affect their perceptions and attitudes towards business. Through the theory and analysis of social psychology, enterprises can more accurately grasp the psychological state of the public, so as to formulate a more effective crisis public relations strategy.

2. Develop crisis public relations strategies

According to the principles of social psychology, enterprises can develop crisis public relations strategies that are more in line with the psychological needs of the public. For example, by communicating positive and positive messages to reduce public panic and anxiety; Rebuild the good image of the enterprise by showing the

responsibility and responsibility of the enterprise; Establish good communication with the public through listening and empathy. The formulation and implementation of these strategies need to be carried out according to the relevant theories of social psychology.

Third, monitor the public reaction well adjustment strategy

In the process of crisis public relations, enterprises need to constantly monitor the public's reaction and mood changes. Social psychology provides effective monitoring methods and tools, such as questionnaires, social media analysis, etc., which can help enterprises to understand the opinions and perceptions of the public in a timely manner. Based on this feedback, enterprises can flexibly adjust the crisis management

Close strategies to better respond to the challenges posed by the crisis.

Building social support and trust

In the aftermath of a crisis, businesses need to actively build social support and trust. Social psychology emphasizes the importance of social support, believing that it can help individuals regain psychological balance during a crisis. Enterprises can build up social support by providing timely assistance, releasing supportive information, and strengthening communication with the public. At the same time, companies also need to rebuild public trust through sincerity, transparency and accountability in order to restore their reputation and image.

5. Promote team building and collaboration

In crisis management, team building and collaboration are essential. Social psychology can help companies build closer teams and improve cohesion and collaboration among team members. By cultivating trust, cooperation and a sense of common purpose among team members, enterprises can respond more effectively to crisis events and reduce losses caused by crises.

Jingdong Mall, as the leader of B2C websites in China, has always been at the forefront of public opinion.

On the one hand, the development speed of Jingdong Mall is very fast, with

good quality and low price of goods, fast logistics speed and popular among many consumers; on the other hand, the rapid development of Jingdong mall in the process of frequent scandals, damage to the image of the company. Such as the "refurbished machine" event in 2020. In fact, this is not the first time that Jingdong Mall has been questioned about selling "refurbished machines."

The cause of the incident was an article in the newspaper Labor. On November 17, the media reported: "Mr. Yu, who lives in Shanghai, bought an Acer laptop in the Jingdong online mall on August 12 this year, and on the day of receipt, Mr. Yu found the machine" suspicious ": First, the battery and the serial number of the machine were different. Secondly, there are obvious signs of disassembly in the battery compartment. In addition, there are obvious traces of use at the keyboard of the computer, and there are photos of others in the computer. Yu judged that the laptop he bought for more than 4,000 yuan may be a second-hand refurbished machine."

In response, Jingdong Mall issued a statement on the same day, saying: "Jingdong Mall, as the largest online retailer in China, sells genuine products, and the report published this article without in-depth investigation, which seriously distorts the facts." Jingdong Mall deeply regrets the report in the Labor Daily."

On November 18, Jingdong Mall announced a lawsuit against the Labor Daily.

On November 19, with the Jingdong mall CEO Liu Qiangdong and "Labor Daily" reporter Wang reporter "war" on Sohu microblog, the development of this incident has also entered the fever pitch.

On the same day, Liu Qiangdong said on Sohu microblog: "As long as the photos stored in the notebook do exist before the product is sold, we are willing to pay 100,000 cash immediately!" The "Labor News" Wang reporter also not to be outdone in the search fox Weibo showed the Jingdong mall sold refurbished machine picture evidence.

On November 20, Liu Qiangdong said on Weibo that the Labor Daily newspaper still refused to test the computer by the three parties at the same time. At the same time, Jingdong Mall also showed several photos of Jingdong Mall Hongji

from June to August

Notebook purchase invoice, to respond, and said that each notebook is purchased from formal channels, can accept any authority and media legitimate verification.

On the same day, Wang reporter said in his microblog that Jingdong Mall found the leader of the unit where the consumer Mr. Yu works, and asked Mr. Yu to withdraw from the incident and agreed to all the "requirements" made by him.

If Jingdong really only plays a role as a sales channel and does not know in advance, then Jingdong can be regarded as this time

The "renovation" incident is partly to blame. Although it is the ultimate seller, this attitude of inaction in dealing with the relationship between consumers is unacceptable, and it also affects the credibility and corporate image of Jingdong Mall.

This problem in Jingdong should be due to the consistent phenomenon of cross-goods in IT channels, but because there is still a difference between online consumption and offline consumption, Jingdong Mall did not perform the inspection process, resulting in the incident of consumers getting the refurbished machine. From the perspective of purchase channels, Jingdong is no problem, but from its inspection link missing and right

In terms of consumer attitude, Jingdong still has some problems.

The renovation of Jingdong Mall has been widely reported. No matter who is right or wrong, in this crisis public relations, Jingdong mall made three big mistakes:

1. To fight back against consumers and push the originally neutral third party forces to vulnerable consumers, the media began to report the incident and the crisis escalated rapidly. In fact, the world's consumers are a family, and repressive behavior against individual consumers is irrational. Individual consumer protests are never isolated acts, and companies should see them as the harbinger of more opposition, not the only one. All the high pressure on individuals is to some extent a sign of short-sightedness in public relations.

Jd.com's hardline stance in dealing with the crisis will only make things worse.

2. The announcement of the prosecution of the media and the death of the Labor newspaper pushed Bai to the opposite of the media, and the incident escalated. Be aware that contempt and arrogance will only aggravate the crisis and bring more serious blows to oneself. Media is one of the most important objects of corporate public relations, media is like water, water can carry material, but also can overturn the boat. As a third-party media's correct evaluation of enterprise products affects consumers' consumption behavior, if the "Labor Daily" publishes some negative evaluations of Jingdong Mall in the publication, the number of consumers who Jingdong has lost is unimaginable. Moreover, offending the "Labor Daily", to a certain extent, is equivalent to offending the entire media industry, an ordinary consumer dispute let Jingdong so aggressively sued the media, so that there is no media willing to stand up for Jingdong to speak?

3. Liu Qiangdong as CFO of Jingdong Mall should not directly participate in the war on this matter, in contrast, the president of the "Labor Daily" newspaper has not come forward to face off with Jingdong. A crisis can make people anxious or fearful.

Therefore, the top management of enterprises should be "cold" to "hot", "static" to "dynamic", calm and calm, in order to reduce the psychological pressure of employees.

In contrast, enterprises should carry out a series of rescue measures:

1. Communicate sincerely

Jingdong Mall is in the focus of the public and the media at this time, every move will be questioned, so do not have a lucky mind, try to fool off, should take the initiative and friendly contact with Mr. Yu, understand his needs, personally experience his feelings. All in the interests of consumers first, do not avoid problems and mistakes, and explain to the public the progress of communication with Mr. Yu, to regain public trust and respect.

2. Ask an authoritative third party to check the truth

There is no doubt that after the crisis, Jingdong Mall's own clarification is

useless, and it is necessary to ask a heavyweight third party to issue a statement in order to enable consumers to lift their warning psychology.

It is recommended that 360buy apply to a respected and impartial electronic product quality inspection department to check whether the computer is refurbished. After the inspection report comes out, if it is proved that the computer is indeed second-hand, the enterprise shall compensate the consumer for "fake one for one" in accordance with the Law on the Protection of Consumer Rights and Interests, and apologize to Mr. Yu and the public; If the test result of the computer is not refurbished, then Jingdong Mall can timely release the truth to the society through the media, and require the Labor Daily to issue a statement to the public admitting that the previous report is untrue.

3. Create a PR crisis team

Since the crisis is the biggest test of the organization's public relations management ability, then after the "renovation" incident, Jingdong set up a cross-departmental crisis management team for this component, led by the general manager and followed up by other department heads. Crisis teams should clarify their responsibilities, respond quickly, clarify their positions, turn passivity into initiative, and take effective media relations measures to strengthen the communication and management of crisis information. It should be emphasized that the public relations crisis group should not do too much to investigate the unfair publicity of some new media, and anti-Li should strive for positive publicity of the media to maintain the corporate image. At the same time, in the face of competitors' attacks, the team should also remain calm, neither refuting them, nor saying a bad word about competitors, to show the minimum degree and attitude of a mature enterprise towards its competitors.

4. Hold a press conference

Since the adverse impact of the "renovation" incident is increasing, it is necessary for Jingdong Mall to invite some media to explain the situation, including the handling of the incident and the measures to avoid the occurrence of this incident

in the future. Holding a press conference is an effective guide to the public, to avoid the media's in-and-out hype, and the ultimate goal is to protect the brand of Jingdong Mall.

5. Optimize purchase channels

In order to prevent such incidents from happening again, the problem should be addressed at the source. Be aware of the importance of connecting with agents, distributors and third-party logistics. Moreover, the perfect logistics system can monitor the product from multiple parties, you can configure and install positioning chips when the product is shipped, and track the data during the entire logistics and transportation process. The data processing software can be used at the back end to easily obtain the data information of the product, which can avoid the phenomenon of unmarked rerepair machines and artificial exchange.

To sum up, the practical application of social psychology in corporate crisis situations is multifaceted. It can help enterprises better understand public psychological and emotional responses, formulate more effective crisis public relations strategies, monitor public responses and adjust strategies, establish social support and trust, and promote team building and collaboration.

CONCLUSIONS

The results obtained through the study allow us to draw conclusions about the use of social and psychological factors in team management practices under crisis conditions. The analysis of the theoretical basis of talent management shows that one of the most important factors in personnel management is to use social and psychological factors to intervene in management. Any organization needs to be clear about the importance of social and psychological factors in business management.

In order for an organization to gain an edge in a competitive market, it needs human resources to guarantee the smooth operation of various departments.

The relationship between the basic concept of development management and personnel management is considered. It was also determined that management interventions using social and psychological factors were one of the most important components of the personnel system.

The following conclusions can be drawn from the obtained research results.

Flexible pay and bonus schemes, moral and psychological incentives, creative work, and employee involvement in bank management should motivate employees from different perspectives.

The personnel of an organization are employees who work for wages and have certain professional and quality characteristics.

An essential feature of organizational personnel is that they enter into employment contracts with their employers. In practice, an organization's human resources are its most important asset.

The process of reform of economic and social life in Ukraine has led to changes in the strategic management of organizations, including banks and businesses. Under the conditions of the global crisis, the complexity of the Labour motivation process, the low employment rate on the Labour market, the decline in real wages, the introduction of traditional employment systems with probation periods, fixed material remuneration depending on the outcome of work and the profitability of enterprise activities have all led to fundamental changes.

The development trend of personnel management today is to realize various labor incentive methods through the realization of needs, employee participation in management, ensuring the conditions of ownership participation, profitability, personal development and the utilization of creative potential.

We believe that improvements to the Bank's people management strategy should include the establishment of effective work incentives to ensure that:

- convergence of interests between firms and their employees (and vice versa);
- an objective and comprehensive assessment of natural (human) capacities and their appropriate use at the Bank;
- create conditions for the exploitation and utilization of the Labour potential of human beings;
- establish a system for employees to adapt flexibly to market conditions;
- closely links various forms of incentives to the complexity and effectiveness of the Bank's work.

The development of new incentive mechanism should be based on human resource research. At the same time, it is important for employees to monitor their incentives, to diagnose their labor potential, to evaluate the complexity and effectiveness of the work, and to evaluate the degree to which various forms of incentive are considered, so as to find effective ways to stimulate effective work. This way of working with people under new conditions is not only in line with a modern view of global management, but also provides an opportunity to adapt the application of foreign management experience to the specific circumstances of the transition - from the economic situation of the country to the working level of the bank and the characteristics of the national labor mentality.

Personnel management is recognized as an integral part of the Organization's key performance indicators, including the development of organizational structures, training and motivation of personnel.

It was noted that businesses use and improve all elements of their personnel

policies in their activities. The characteristics of personnel motivation and incentive system are studied.

The potential abilities of employees, such as knowledge, motivation, ability to successfully achieve goals and solve problems, are studied, and the concept of human resource management is considered on this basis. In modern organizations, the movement of people beyond the physical level has been recognized as one of the important issues in human resource management.

High turnover rates are characterized by economic or social losses at the time of dismissal and for a period thereafter to meet emerging human resource needs. The methods to reduce employee turnover rate are studied. On this basis, the mechanism is formulated and proposed, and its implementation will improve the management level of enterprises and their personnel through the management system of enterprises, combined with the overall strategy of development.

All the tasks set at the beginning of the study have been completed and made public.

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