

Application Paths of Positive Psychology in the Management of Domestic Small and Medium-sized Enterprises

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Keywords: Positive psychology; SMEs management; Employee satisfaction; Enterprise performance

Abstract: This article mainly discusses the application and effect of positive psychology in the management of small and medium-sized enterprises (SMEs). The introduction first points out the important position of SMEs in the current economic environment and the management challenges they face, and then puts forward the necessity and significance of introducing the concept of positive psychology into SME management. In terms of methods, questionnaire survey, interview, observation and other methods are used to collect data; The collected data are comprehensively analyzed by using statistical software to reveal the influence of positive psychological management intervention on SMEs. The results show that the management intervention of positive psychology has significantly improved employees' positive emotions and job satisfaction, promoted employees' personalized development, and strengthened team building and leadership training. These changes have further improved the overall performance and market competitiveness of enterprises and laid a solid foundation for their sustainable growth. This article emphasizes the important application value of positive psychology in the management of SMEs, and points out the problems that should be paid attention to in the practical application of SMEs.

1. Introduction

In the current complex and changeable economic environment, SMEs, as an important part of the national economy, its development directly affects the vitality of the market and social stability [1]. However, SMEs often face multiple challenges such as shortage of funds, backward technology, brain drain and fierce market competition during their growth [2]. These challenges not only restrict the sustainable growth of enterprises, but also may lead to the gradual marginalization of enterprises in the fierce market competition [3]. In this context, how to effectively enhance the competitiveness of SMEs and promote their healthy and stable development has become an urgent problem [4].

As a new discipline, positive psychology has gradually emerged in the field of enterprise management in recent years [5]. It emphasizes that from the perspective of people's positive quality and psychological strength, the overall efficiency of the team can be improved by stimulating the internal potential of employees. Introducing the concepts and methods of positive psychology into

SMEs management is expected to help enterprises build a more positive corporate culture, enhance employees' sense of belonging and happiness, and then enhance the overall performance of enterprises [6]. Therefore, studying the application of positive psychology in SMEs management not only has important theoretical value, but also has far-reaching significance for guiding enterprise practice and promoting sustainable growth of enterprises.

In recent years, scholars have conducted extensive and in-depth research on the application of positive psychology in the management field. Most of these studies focus on large enterprises. Through empirical analysis, case studies and other methods, this article discusses the positive role of positive psychology in promoting employee well-being, enhancing team cohesion and improving enterprise performance. However, although the application of positive psychology in large enterprises has achieved certain results, its popularization and application in SMEs are still relatively lagging behind [7]. This is mainly because SMEs are significantly different from large enterprises in terms of resources and scale, so they cannot simply apply the successful experience of large enterprises directly to SMEs. In order to explore the feasibility of the transfer of positive psychology to SMEs, this study systematically sorts out the existing literature, analyzes the potential and challenges of the application of positive psychology in SMEs, and provides theoretical support for subsequent empirical research. The main purpose of this study is to explore the application effect of positive psychology in SME management and provide a set of feasible management strategies and methods for SMEs.

2. Theoretical basis of positive psychology and management needs of SMEs

2.1. Core theory of positive psychology in small and medium-sized enterprises

As a new branch of psychology, the core idea of positive psychology is to explore the positive quality, psychological strength and the science of happy life of human beings [8]. It abandons the tendency of traditional psychology to pay too much attention to psychological problems, and instead focuses on how to stimulate people's inner potential and promote personal growth and development. The core theory of positive psychology includes positive emotions, positive traits, positive relationships and positive systems. Among them, positive emotions, such as happiness, gratitude and interest, are considered to be important factors to enhance individual happiness and promote mental health. Positive traits such as optimism, tenacity and self-discipline are the key for individuals to maintain a positive attitude and overcome difficulties when facing challenges [9]. These theories provide a new perspective and thinking for SMEs management, that is, by cultivating employees' positive emotions and tapping their positive characteristics, a more positive corporate culture can be built and the overall efficiency of the enterprise can be improved.

2.2. Challenges and demands faced by SMEs management

In the process of development, SMEs often face many challenges. These challenges include external market competition and policy changes, as well as internal fund management and personnel training, as shown in Figure 1.

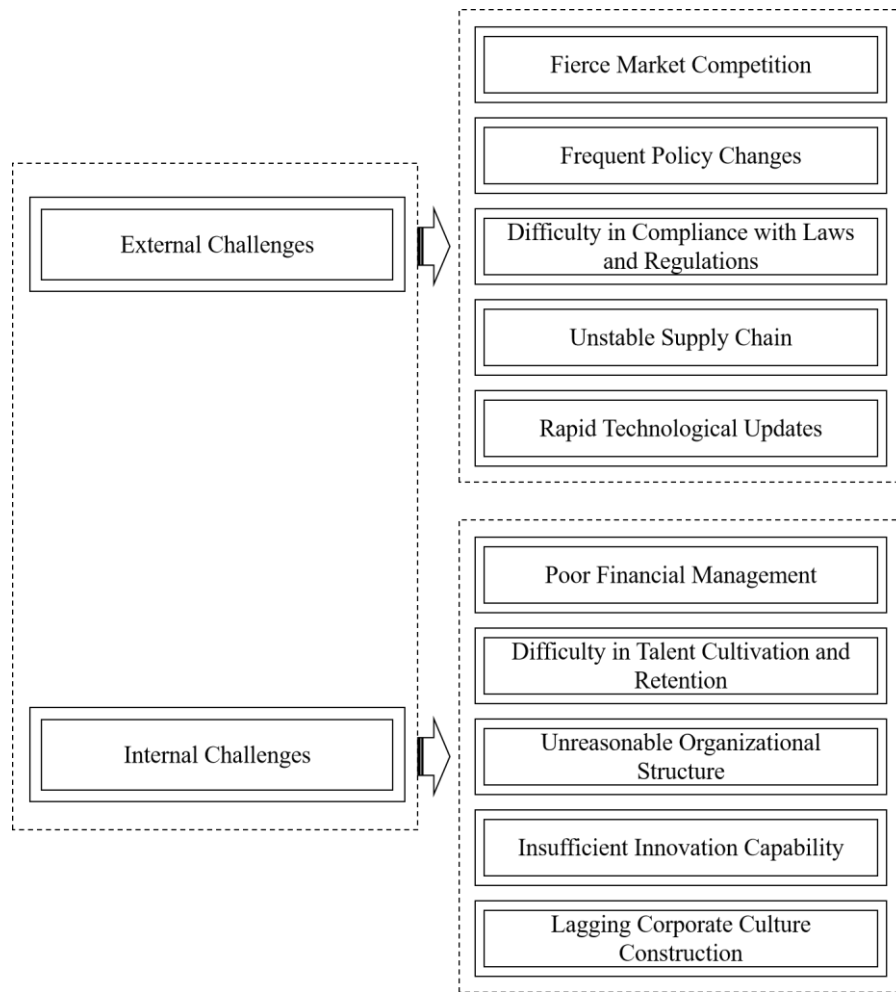


Figure 1: Challenges faced by SMEs development

Human resource management is a big problem faced by SMEs. Due to limited resources, it is often difficult for SMEs to attract and retain high-quality talents, which leads to restrictions on technological innovation and market expansion. SMEs also have many shortcomings in corporate culture construction and employee motivation, so it is difficult to form a strong team cohesion and centripetal force. Therefore, SMEs urgently need a new management concept to help them solve these problems.

2.3. The coincidence point between positive psychology and SMEs management

There are many similarities between positive psychology and SMEs management. Positive psychology emphasizes stimulating people's inner potential, which coincides with the needs of SMEs to improve the quality of employees and tap their potential. Positive psychology focuses on cultivating positive emotions and building positive relationships, which helps SMEs to create a positive corporate culture and enhance employees' sense of belonging and happiness. The concepts of positive leadership and team building advocated by positive psychology also provide effective management strategies and methods for SMEs, which is helpful to improve the overall efficiency of enterprises. Therefore, introducing the concept and method of positive psychology into SMEs management is expected to help enterprises solve the problems they face.

3. The application of positive psychology in SME management in China

3.1. Positive emotion cultivation and work environment optimization

In the management of SMEs, it is very important to cultivate employees' positive emotions. Enterprises can create a positive working atmosphere by optimizing the working environment, providing necessary support and resources, and encouraging employees to participate in decision-making. Enterprises can also regularly carry out mental health education, organize team-building activities, etc., to help employees relieve work pressure and improve psychological resilience. Through these measures, enterprises can stimulate employees' positive emotions, improve their job satisfaction and happiness, and then promote the healthy development of enterprises.

3.2. Employee advantages and personalized development

Every employee has his own advantages, and SMEs should pay attention to identifying and tapping these advantages to provide employees with personalized career development paths. Enterprises can help employees understand their strengths and provide corresponding career development plans by conducting regular employee assessment, providing training and learning opportunities. Enterprises should also encourage employees to play their own strengths and creativity and contribute to the development of enterprises. Through the above management methods, enterprises can fully stimulate the potential and creativity of employees and enhance the overall competitiveness of enterprises.

3.3. Team building and positive leadership training

Enterprises should pay attention to cultivating employees' teamwork spirit and communication ability, and enhance the cohesion and centripetal force of the team by regularly carrying out team building activities and encouraging exchanges and cooperation among employees. Enterprises should also pay attention to cultivating positive leadership, select leaders with positive quality and management ability, and provide strong support for the sustainable growth of enterprises. Positive leadership can not only stimulate the enthusiasm and creativity of employees, but also inject new vitality and motivation into the development of enterprises.

3.4. Response to challenges and continuous improvement mechanism

In the process of SMEs management, it is inevitable to encounter various challenges and difficulties. Enterprises should establish an effective mechanism to cope with challenges and continuous improvement in order to cope with the impact of external factors such as market changes and policy adjustments on enterprises. Enterprises can keep abreast of market information and policy changes by strengthening market research and paying attention to policy dynamics, so as to provide strong support for enterprise decision-making. At the same time, enterprises should pay attention to the continuous improvement of internal management, and constantly improve their operational efficiency and competitiveness by optimizing processes and improving efficiency.

4. Effect assessment

In order to deeply explore the application effect of positive psychology in SMEs management, this article adopts a rigorous empirical research design. In this article, a number of representative

SMEs are selected as the research objects, and these enterprises have certain diversity in scale, industry and region to ensure the universality of the research results. According to the core concept of positive psychology, targeted management intervention measures were designed and implemented in these enterprises for several months. In the data collection stage, various methods such as questionnaire survey, interview and observation are adopted to obtain comprehensive and objective data. The results are shown in Table 1:

Table 1: Effects of Positive Psychology Management Intervention in Small and Medium-sized Enterprises

Assessment Dimension	Specific Indicator	Pre-Intervention Average	Post-Intervention Average	Change Rate (%)
Work Attitude	Positive Emotion Score (1-10)	6.3	8.5	+34.9
	Work Engagement Score (1-10)	6.8	8.9	+30.9
Employee Satisfaction	Satisfaction with Work Environment Score (1-10)	7.1	8.7	+22.5
	Satisfaction with Compensation and Benefits Score (1-10)	6.5	8.2	+26.2
Happiness	Life Happiness Score (1-10)	6.9	8.6	+24.6
	Work Happiness Score (1-10)	6.7	8.4	+25.4
Personal Strengths Utilization	Strengths Identification & Application Score (1-10)	6.2	8.3	+33.9
	Personal Growth & Development Score (1-10)	6.4	8.1	+26.6
Team Cohesion	Team Collaboration Score (1-10)	7.0	8.8	+25.7
	Team Communication Score (1-10)	6.8	8.6	+26.5
Corporate Atmosphere	Work Atmosphere Harmony Score (1-10)	6.9	8.7	+26.1
	Employee Interaction Frequency Score (1-10)	6.5	8.4	+29.2

The results show that positive psychological management intervention has a significant positive impact on SMEs. The positive emotions of employees have been significantly improved, and they are more optimistic, confident and full of enthusiasm and motivation for their work. The advantages of employees have been better brought into play, and they can show their specialties and talents in their work and realize the double promotion of personal value and enterprise value. The team

cohesion and centripetal force of the enterprise have been enhanced, and the communication and cooperation between employees are smoother.

5. Conclusions

After systematic empirical research and effect assessment, this study has drawn a series of valuable findings. The application of positive psychology in SMEs management can indeed significantly improve the positive emotions and job satisfaction of employees, and then promote the overall performance of enterprises. By cultivating employees' positive emotions, enterprises can create a more positive working atmosphere, so that employees can maintain an optimistic and tenacious attitude in the face of challenges, thus effectively improving work efficiency and innovation ability. This study also found that positive psychology is helpful for SMEs to better identify and tap the advantages and potentials of employees and realize the personalized development of talents. By paying attention to employees' specialties and interests, enterprises can provide employees with more suitable career development paths, thus stimulating employees' internal motivation and enhancing their loyalty and sense of belonging. This not only contributes to the personal growth of employees, but also injects new vitality into the development of enterprises.

This article emphasizes the important role of positive psychology in team building and leadership training of SMEs. By strengthening team building, enterprises can enhance communication and cooperation among employees and enhance the cohesion and centripetal force of the team. By cultivating positive leadership, enterprises can select leaders with positive quality and management ability, and provide strong support for the sustainable growth of enterprises. SMEs should actively introduce and apply the ideas and methods of positive psychology to build a more positive corporate culture and realize the common development of employees and enterprises.

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