



# The Psychosocial Therapy Mode Intervened in the Emotion Management of Property Management Staff

Qianyi Wan<sup>1</sup>(✉) and Changyan Liu<sup>2</sup>

<sup>1</sup> Institute of Health and Industry, Sichuan College of Arts and Sciences, Dazhou 635002, China  
dgsqs7882@163.com

<sup>2</sup> Sichuan University of Arts and Sciences, Chengdu 610110, China

**Abstract.** With the continuous growth of our country's economy and people's happiness, people's improvement of the living environment and competition in the real estate industry have become increasingly fierce. The emotions of property employees at work will have a direct impact on the owners, and the construction of a harmonious living environment will have a significant impact on the improvement of the human resource management level of the property's capabilities and the impact of the company's brand. The purpose of this article is to study the psychosocial therapy model involved in the emotional management of property management employees. This article first introduces the basic theory of emotional management, and then elaborates on the current situation of the property management staff, and analyzes the problems existing in the work of the staff. On this basis, combined with the psychosocial therapy model to carry out emotional management research on the employees of property management. This article systematically expounds the process of psychosocial therapy for employees to carry out emotional management treatment, and uses questionnaire surveys, field surveys and other research methods to study the themes of this article. Experimental research shows that after psychosocial treatment, property managers learn to perceive emotions and consciously perceive negative emotions, which improves their insight into self-emotion and self-emotion management ability.

**Keywords:** Psychosocial Therapy · Estate Management · Emotional Management · Research Analysis

## 1 Introduction

With the continuous improvement of people's living standards, people's desire to pursue a high-quality life is becoming more and more urgent [1, 2]. High-quality property services have become one of the first choices that people consider when buying a house [3, 4]. Research on property companies and improve the management level of property companies, to improve the service level of property companies, has attracted more and more attention [5, 6].

In the research on property employee relationship management, many scholars have achieved good results. For example, Zhang Xiaohua pointed out that emotional management is an indispensable part of employee relationship management in his research on emotional management of property employees; regulating emotions by establishing communication channels can improve work efficiency [7]. In his research on real estate human resource management, Chen Murong concluded that companies must be strategically oriented, consolidate the foundation of human resource management, reform the salary system, and improve the performance management system in order to improve employee relationship management more effectively [8]. ZOU Yanchun et al. studied the specific strategies of leaders' interpersonal emotional management from the perspective of overall emotional management, negative emotional management and emotional management efficacy, and summarized them as constructive strategies, neutral strategies and destructive strategies. The above strategies have different effects on employees' attitudes, behaviors and performance through different mechanisms. Social exchange theory, resource conservation theory, threat regulation theory, emotional event theory, emotion namely social information theory and attribution theory are the main theoretical mechanisms to explain the impact of leaders' interpersonal emotion management [9]. LAN Jijun et al. studied the influencing factors of mental health of subway employees. The typical sampling method was used to investigate their mental health, mental capital and job investment. The research analysis shows that there is a close relationship between the mental health of subway employees and their work involvement [10].

This article aims to improve the efficiency of property services. Combining the psychotherapy model to study the emotional management of property managers, the feasibility of the content of this article is judged by comparing and analyzing the emotional management status of property managers before and after receiving psychosocial treatment. The experimental results demonstrate that the contribution of this method is that property managers learn to perceive emotions and consciously perceive negative emotions if not only for employees, and improve their insight into self-emotion and self-emotion management, which is application-wise feasible.

## **2 Psychosocial Therapy Model Involved in the Application of Emotional Management of Property Management Employees**

### **2.1 Emotion Management**

This article divides emotional management into three dimensions. First, with the help of social workers, employees can correctly understand their own emotional state and realize that they have a certain degree of emotional problems; second, employees can judge themselves rationally whether their emotions are positive or negative, and can accurately express their emotions; finally, employees can find suitable methods and strategies for coping with emotions, so as to adjust and change their own bad emotions. Effectively enhance personal positive emotions and balance their internal and external emotions, thereby helping employees achieve their career planning and life goals with a positive attitude [11, 12].

## **2.2 Analysis of the Causes of Emotional Problems of Property Management Employees**

### **2.2.1 External Reasons**

#### *Immature owners' assembly system*

The owners' meeting system has not yet matured. The owners' meeting of some projects has not only failed to act as a "barrier", but has aggravated the conflict between the owners and the property company, and finally led to a substantial increase in the workload of the property company. According to the survey, the most psychologically stressed positions for property employees are related to customer service relationship management positions responsible for coordinating and handling owners' complaints. This also shows that there is a correlation between the maturity of the owners' assembly system and the company's employee relationship management.

#### *It is difficult to use and renew the expenses such as property management expenses and special maintenance funds*

The difficulty in the use and renewal of expenses such as property management fees and special maintenance funds has led to increased pressure on the income of the property management company, which has also affected the increase in employee salaries. With the ultra-fast development of the real estate market in recent years, people enjoy services from old-style management communities to modern management mode properties. The necessity of paying property management fees has not been universally recognized, and the payment of property management fees is delayed or not. The situation is still more serious.

#### *The market for qualification training and certification for property practitioners is chaotic*

The market for qualification training and certification for property practitioners is chaotic. Various types of property practitioner qualification certificates are inadequate and the training of practitioners is insufficient, which adds to the cost of training practitioners for property companies. The role of property management professionals in employee relationship management goes without saying. Excellent property management professionals not only need to have professional skills to serve owners, but also to have human resource skills to manage employees. For example, in the training and examination of registered property managers, it is necessary to conduct systematic inspections on human resource management, psychology and public relations management.

### **2.2.2 Reasons for Organizational Characteristics**

#### *Formula values and company culture*

The company highly emphasizes the obedience of employees, and emphasizes the contributions of employees to the company and the unconditional execution of work tasks. The militarized corporate culture ensures that the company's various tasks can be completed to the greatest extent, it also objectively limits the exercise of the employees' subjective initiative and increases the psychological pressure of employees at work. In addition, the militarized management style and corporate culture also bring about unconditional obedience to the leader. There is no more equal interpersonal relationship between the

leader and the employee, which objectively hinders the bottom-up communication in the communication, especially the reflection. This is particularly evident in terms of leadership issues.

#### *Company organizational structure*

There are also different levels within the project, such as living properties, high-rise properties, villas, and marketing areas. These differences will place higher requirements on the management of the company's employee relations, but the company is only in the headquarters. There are human resources related positions, and the employee relationship management lacks professional staff management in the project.

#### *Company human resource management*

First, the coverage of employee promotion is small. Only regular employees in the company can enjoy the qualifications of "public job bidding", and labor dispatch employees cannot become the company's management-level personnel included in the performance appraisal category; second, there is a serious shortage of management positions. The ratio of management personnel to the total number of employees is about 79:1000, and the number of management positions cannot meet the actual needs of the company's management; third, the company's "public promotion and competition" system has many unreasonable points, which discourage employees from competing for management positions.

## **2.3 Analysis of the Application of Psychotherapy Model to Emotional Management Methods of Property Employees**

### **2.3.1 Direct Treatment Services Intervene in the Emotional Management of Property Management Employees**

Direct treatment services are based on the communication between social workers and employees, as well as reflecting the internal thoughts and feelings of employees. It can be divided into non-reflective direct treatment services and reflective direct treatment services.

Non-reflective direct treatment services are all kinds of necessary services directly provided by social workers to employees, and employees are only passively obeyed counseling services. This kind of service often does not pay attention to whether it reflects the feelings and thoughts of employees. Non-reflective direct treatment mainly includes support, direct influence, exploration-description-catharsis. Support is to reduce the anxiety of the client through the understanding, acceptance and empathy of social workers, and to give the client the necessary affirmation and recognition. Direct influence refers to the direct expression of their own ideas through social workers to promote changes in service targets. Exploration-description-catharsis refers to the process by which social workers allow employees to explain and describe the causes and development of their own dilemmas, to provide employees with opportunities to vent their emotions, to reduce their inner impulses, and to change their bad behaviors.

### **2.3.2 Indirect Treatment Services Intervene in the Emotional Management of Property Management Employees**

In addition to the direct treatment model, the psychotherapy model also emphasizes indirect treatment methods that indirectly affect employees by improving the surrounding environment or counseling a third party. Indirect treatment does not directly affect employees, the impact on employees is also very important. Including support, direct influence, exploration-description-catharsis and reflection on reality. These four indirect intervention methods are the same as direct intervention, but the target clients are different. The clients of indirect treatment mainly include parents, friends, colleagues, etc.

## **2.4 The Psychotherapy Model is Applied to the Analysis of Countermeasures for the Emotional Management of Property Employees**

### **2.4.1 Improve Employees' Awareness of Emotional Management**

*Increasing the importance of company management on emotional management*

To improve the awareness of emotional management of all property employees in the enterprise, first, we must let the managers of the enterprise realize the importance of emotional management to the enterprise. Because the senior management of a company is the implementer of this corporate culture and system, if you want to form a new culture and system in the company, the most direct and effective way is to let the company's managers pay attention to this new culture first. When managers recognize the importance of corporate emotional management, they will find ways to implement this new culture into the corporate system, or provide a beneficial enterprise for the effective implementation of this system and the penetration of this culture. The environment is conducive to the establishment of new systems and new cultures. When enterprise managers have a comprehensive and profound understanding of emotions and emotional management, they will not only have a beneficial effect and influence on the managers themselves, but also will be beneficial to the establishment of corporate emotion management systems.

*Enabling all employees to correctly understand emotions*

For employees to master effective emotional management methods, they must first increase the awareness of the entire company's employees on emotions. Only by correctly and scientifically understanding emotions can employees actively participate in the learning and mastery of emotional management methods. Only then can I effectively manage my emotions and improve my happiness.

*Specific ways to change employees' perceptions of emotional management*

Expert lectures: through hiring experts, conducting lectures, through lectures to understand and understand emotions to popularize the knowledge of emotional management. Or use online video resources to popularize emotions and emotional knowledge.

Parallel exhibition group: The group work of the three major professional methods of social work can be applied to the popularization of employee emotional management knowledge and the mastery of emotional management methods.

Case: For employees who have encountered relatively serious emotional disorders and problems, such as the above cases, they can achieve emotional awareness through individual cases, and guide her out of emotions through professional methods.

#### **2.4.2 Improve the Company's Natural Environment**

A good company's natural environment will bring joy to the work of employees. If employees work in a better mood, their work efficiency will naturally increase. Working in a happy mood will also increase employees' interest in work, and produce a good emotional experience for their own work.

#### **2.4.3 Regularly Carry Out Activities that Benefit Employees' Emotional Health**

After employee's work, the company can carry out some activities. These activities can be designed for positive purposes, such as activities to enhance the relationship between employees and activities to relieve employee pressure. The organization of these activities should give full play to the employees' own ingenuity allows employees to design themselves, and the company only gives some support when appropriate, to increase the enthusiasm and sense of value of employees.

### **3 Psychosocial Treatment Model Involved in the Experimental Study of the Emotions of Property Management Employees**

#### **3.1 Experimental Protocol**

In order to make this experiment more scientific and effective, this experiment went to a property company in a certain place, and carried out a questionnaire test on its emotional management and carried out psychosocial treatment. In this experiment, a total of 15 members were selected for testing, and the ratio of men to women was roughly equal to ensure the validity of the experimental data.

This experiment conducted a questionnaire survey on the overall situation of the property management staff's emotional management and their understanding of emotional management. The pre-test part is based on the self-evaluation statistics of the questionnaire filled out by the property management staff before joining the group, and the post-test is the follow-up evaluation made by the property management staff two weeks after participating in the group activities.

#### **3.2 Research Methods**

##### **3.2.1 Questionnaire Survey Method**

In this experiment, based on asking relevant experts, a targeted questionnaire was set up. The questionnaire survey is conducted in a semi-closed manner, the purpose of which is to promote the correct filling of the surveyed persons.

### 3.2.2 Field Research Method

This research investigated on the emotional management of property managers and collected data by going deep into the interior of a property company in a certain place. These data provide a reliable reference for the final research results of this article.

### 3.2.3 Interview Method

In this study, through face-to-face interviews with property management personnel and recording data, the recorded data was sorted and counted. These data not only provide theoretical support for the topic selection of this article, but also provide data support for the final research results of this article.

### 3.2.4 Mathematical Statistics

Use related software to make statistics and analysis on the research results of this article.

## 4 Psychosocial Treatment Model Involved in the Emotional Experiment Analysis of Property Management Staff

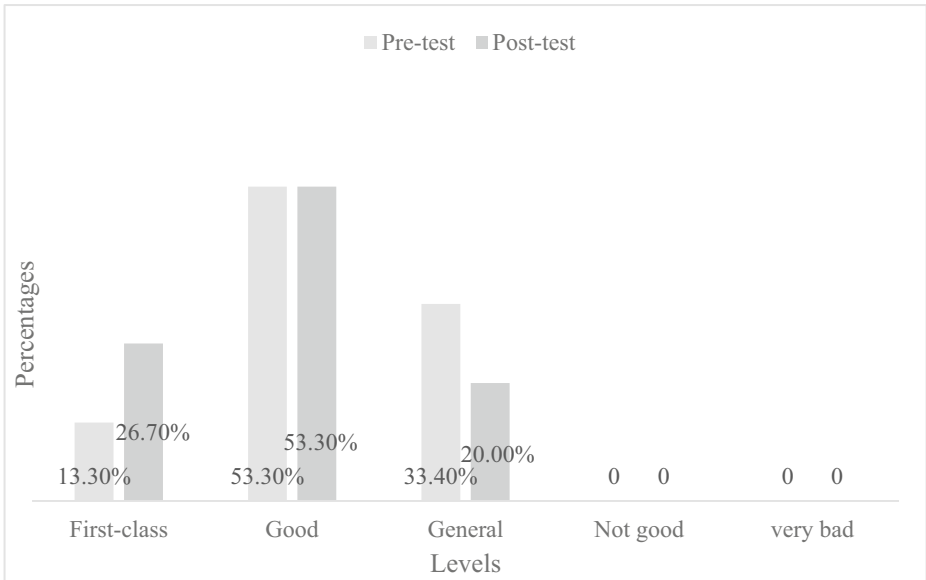
### 4.1 Analysis of the Overall Situation of Emotional Management of Property Personnel

In order to make this experiment more scientific and effective, this experiment conducted a survey on the overall situation of the property management staff's emotional management through a questionnaire survey (Table 1).

**Table 1.** Analysis on the Overall Situation of Emotion Management of Property Staff

	Pre-test	Post-test
First-class	13.3%	26.7%
Good	53.3%	53.3%
General	33.4%	20.0%
Not good	0	0
very bad	0	0

It can be seen from Fig. 1 that in the pre-test, there were 2, 8, and 5 group members who rated themselves as “very good”, “good”, and “fair” respectively; while in the post-test, the selection of each group member was as follows: Obvious change: There are 4 members who choose “very good”, which is 2 more than before; the members who choose “good” are still 8 and remain unchanged; the members who choose “normal” are 3, 2 digits less than before. This result shows that the overall situation of the group members' emotional management is as expected by the group's goals, and the emotional management training that the group members perceive and learn in the group is helpful for the group members' improvement in emotional management.



**Fig. 1.** Analysis on the Overall Situation of Emotion Management of Property Staff

#### 4.2 Analysis of Property Management Staff’s Awareness of Emotional Management

In order to further study and analyze the practical effects of the current psychosocial treatment model, including the reference [7] strategy, the reference [8] scheme, the three psychosocial treatment models were applied, and the results are shown in Table 2.

**Table 2.** Analysis of Property Management Staff’s Awareness of Emotion Management

	This model		The reference [7] strategy		The reference [8] scheme	
	Pre-test	Post-test	Pre-test	Post-test	Pre-test	Post-test
Know very well	0	20%	0	13%	0	11%
Understand	20.0%	46.6%	20.0%	31.8%	20.0%	30.9%
General	53.3%	33.4%	53.3%	42.6%	53.3%	43.4%
Don’t understand	26.7%	0	26.7%	12.6%	26.7%	14.7%
Don’t know	0	0	0	085.3	0	0

It can be seen from Table 2 that before participating in the group activities, only 3 group members “understood” the related knowledge of emotion management in the test, accounting for 20.0% of the total number of property management personnel, and the remaining 13 property management personnel were mostly correct Emotion management

is not well understood. After participating in the group activities, the group members' awareness of emotional management related knowledge has changed significantly: 3 group members chose "excellent understanding" after participating in the group, and 7 group members chose "understanding". The number of people who understand has reached 2/3 of the total number of people in the group, and no group member is "not aware" or "very little understanding". However, there is still "incomprehension" after other methods are applied. The above data shows that the actual effect of the psychosocial treatment mode of this method is better. Property management personnel have learned to perceive emotions and consciously perceive negative emotions, thus improving their insight into self emotions and self emotion management capabilities.

## 5 Conclusion

Through the research on the theories and methods of emotion and emotion management and psychosocial therapy in emotion management, this paper combines these with the actual situation of the property management personnel of the property company, and understands the related factors that mainly affect the emotions of the employees of the company's logistics company, and the company lack of emotional management of employees. Put forward countermeasures and suggestions in response to the problems found in the investigation. And recognize that whether for the social work of property companies or property companies, the use of emotional management in companies to improve the happiness of property management employees is a long-term and arduous task, and psychosocial treatment should be a long-term and difficult task. To make contributions to management, it is not enough to understand social work theories and methods.

**Fund Project.** Property management, An applied normal major of Sichuan University of Arts and Science.

## References

1. Little, L.M., Gooty, J., Williams, M.: The role of leader emotion management in leader-member exchange and follower outcomes. *Leadersh. Q.* **27**(1), 85–97 (2016)
2. Lee, K.M.: Understanding perception of algorithmic decisions: fairness, trust, and emotion in response to algorithmic management. *Big Data Soc.* **5**(1), 205 (2018)
3. Chou, D., Hary, N., Naqshbandi, M.M., Philip, P.J., et al.: Employee job performance: the interplay of leaders' emotion management ability and employee perception of job characteristics. *J. Manag. Dev.* **36**(8), 1087–1098 (2017)
4. Peterson, G.: Developing an awareness of emotion management strategies to support athlete success. *Strength Cond. J.* **41**(2), 3–7 (2019)
5. Richard, E.M.: Developing employee resilience: the role of leader-facilitated emotion management. *Adv. Dev. Hum. Resour.* **22**(4), 387–403 (2020)
6. Tucker, M.K., Jimmieson, N.L.: Supervisors' ability to manage their own emotions influences the effectiveness of their support-giving. *J. Pers. Psychol.* **16**(4), 195 (2017)
7. Zhang, X.: Enhancing emotional performance and customer service through human resources practices: a systems perspective. *Hum. Res. Manag. Rev.* **26**(1), 14–24 (2016)

8. Murong, C.: Times property staff activity center. *MARU* **9**, 84–93 (2016)
9. Zou, Y., Zhang, H., Chen, X., et al.: How to manage subordinates' emotions? the strategies and influences of leader interpersonal emotion management. *Human Res. Dev. China* **39**(7), 88–106 (2022)
10. Lan, J., Guo, X., Jia, Z.: Mediating effect of mental health on psychological capital and work engagement in subway employees. *China Occup. Med.* **47**(6), 656–659 (2020)
11. Wang, H.: Research on predicament and countermeasure of property management in Chinese public rental housing: taking Chongqing as an example. **037**(001), 71–74
12. Daniel, D.I., Ojo, O., Augustina, O.: An examination of the tenancy agreement as a shield in property management in Nigeria. *Int. J. Bus. Adm.* **3**(4), 343–353 (2016)
13. Yau, Y., Lau, W.K.: Property management, disability awareness and inclusive built environment. *Prop. Manag.* **34**(5), 434–447 (2016)
14. Jiachen, Z., Yun, Z.: Research on the service quality of residential property management based on analytic hierarchy process. *Value Eng.* **038**(016), 51–54 (2019)