

# Research on the Application of Flexible Management Theory in Human Resource Management Practice

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**Abstract:** The business environment of the enterprise has changed in the new era, the characteristics of the employees and their needs have changed, and the human resources management of the enterprise cannot rely on the traditional mechanical, simple and rough management mode. It is also necessary to change the concept of human resources management, introduce more flexible management, construct the psychological contract of employees, improve the working mentality of employees, and stimulate the working potential of employees, so as to improve the efficiency of employees' work, to realize the goal of enterprise human resource management. This paper first expounds the theory of flexible management, then analyzes the application value of the theory of flexible management in the practice of human resource management, and analyzes the influencing factors of the application of the theory of flexible management in the practice of human resource management. Finally, the paper tries to explore the countermeasures of the flexible management theory in the practice of human resources management application.

## 1. Introduction

With the increasing pressure on enterprises to participate in market competition, modern enterprises can no longer adapt to the requirements of the new era by using traditional human resources management. Flexible management replaces rigid management with system as the core. The application of flexible management in enterprise human resources management has been greatly increased. Yanqiu Jiang (2017) pointed out that flexible management is the development and implementation of the concept of human-oriented management in enterprise management. Facing the changeable internal and external operating environment, enterprises need to apply the flexible function and quantity flexibility of employees through the humanized management mode. The flexible management methods of human resources, such as salary flexibility, distance flexibility, geography and location flexibility, construct flexible management system, incentive mechanism, enterprise culture and organizational structure, so as to strengthen the intrinsic driving force of human resources management. Flexible management is effective incentive to employees to enhance the comprehensive competitiveness of the enterprise. Jialin Li (2015) proposed that enterprises need to build a set of flexible human resources management mode suitable for their own development, and advocate "people-oriented" flexible management under the current environment. It has a very positive practical significance for the long-term development of domestic enterprises, through the development of staff skills, performance compensation, organizational participation and communication, work incentives and other aspects to achieve flexible management of human resources in enterprises. The existing literature has a good reference value for the study of this paper.

## 2. Flexible management theory

### 2.1 The concept of flexible management

Flexible management refers to a kind of production system, which is based on the theory of

flexible management and is the unity of management method and production means which are adapted to the organizational form adopted to realize the flexible production system of an enterprise.

## **2.2 The essence of flexible management**

Flexible management is a kind of human-centered humanized management mode in essence. On the basis of studying the laws of human psychology and behavior, the flexible management adopts a non-mandatory way to produce a kind of potential persuasion in the minds of employees. In this way, the will of the organization is transformed into the conscious action of the individual. Flexible management is essentially a new strategy to manage stability and change.

## **2.3 Characteristics of flexible management**

The characteristics of flexible management include the flattening and networking of organizational structure, the flexibility of management decision-making, the scientization of organizational motivation, the rapid adaptability of flexible management, and so on. The most important feature of flexible management is that it does not depend on the influence of power (such as the command of superiors), but on the psychological process of employees, and depends on the initiative, intrinsic potential and creative spirit inspired by each employee's innermost heart. Therefore, it has obvious intrinsic drive.

## **3. The application value of flexible management theory in the practice of human resource management**

Nowadays, in the development of enterprises, human resources have become the most important resources of enterprises. However, with the continuous improvement of the labor market, the mobility of human resources is more frequent, the demands of employees are increasingly complex and diversified, therefore, modern enterprise human resource management tends to be humanized and personalized, while flexible management is applied to modern enterprise human resource management. In the complex and changeable business environment, flexibility has become the commonality of high-performance enterprises. Flexible management, as a new mode of human resource management, is increasingly favored by management.

A profound change has taken place in the business environment. Not only is there a great deal of uncertainty in the business environment, but also there is a very strong correlation and interaction among these environmental factors, which makes the business environment blurred and difficult to identify. It is more difficult for enterprises to judge further strategic direction from the characteristics of the environment and the trend of environmental change. It can not only improve the level of human resources management in modern enterprises, meet the individual needs of employees, but also can be used to improve employee relationship management, but also to stimulate the initiative, enthusiasm and creativity of employees' work. It can effectively improve the work efficiency and create more value for modern enterprises by stimulating the employees' working potential and ability.

## **4. Factors influencing the application of flexible management theory in the practice of human resource management**

In the flexible management of human resources in modern enterprises, the key functions of the flexible management of human resources can be realized by strengthening the optimal allocation and adjustment. In order to realize the key intelligence of flexible management theory in the practice of human resource management in modern enterprises, it is necessary to study its influencing factors, which include natural factors, social factors, psychological factors, and many influencing factors, such as natural factors, social factors, psychological factors, and so on. Situational factors, etc.

## **5. The application of flexible management theory in the practice of human resource management**

Flexible management is the development trend of human resource management in the future. Modern enterprises need to make full use of flexible management theory, pay attention to flexible work design, cultivate flexible personnel mobility mechanism, strengthen flexible training mode, establish flexible performance appraisal, and construct flexible incentive mechanism, etc. In order to construct the comprehensive flexible management mode of modern enterprise, the function of flexible management in human resource management of modern enterprise is brought into play.

### **5.1 Paying attention to flexible job design**

The modern enterprise can no longer follow the traditional work design, the traditional work design pays attention to the system standard management, has the obvious rigidity characteristic, the lack of elasticity, but the contemporary employee presents the new type characteristic, the staff demand is becoming more and more personalized and diversified. If the traditional work design is used, it is not conducive to the innovation of the employees' work, and it is more important to emphasize the normative, rigid, inelastic form of the work design, which is not conducive to encouraging innovation, and it is difficult to objectively reflect the increasingly complex technical and operational problems. Too detailed job description can lead to too many management levels, affect the effect of communication, and encourage team spirit. Therefore, modern enterprises need to pay more attention to flexible job design, give employees more freedom and room to play, enhance the flexibility of the work system, pay attention to consider and reflect the personal wishes and values of employees, which can reduce the tedious nature of work. Reduce employee's job burnout, also can stimulate the employee's work enthusiasm, and displays the employee's intelligence.

### **5.2 Cultivating flexible personnel mobility mechanism**

Flexible mobility of personnel means breaking the rigid constraints in the flow of talents, such as national boundaries, geographical areas, household registration, identity, archives, personnel relations, and so on, without changing the relationship between talents and their original units. Government guidance, market regulation and free talent flow mechanism can meet the requirements of market economy and talent socialization. Because of their professional expertise, modern knowledge workers have a higher degree of autonomy in their work, do not want to be subject to too many constraints, and are more willing to have more autonomous workspaces. The employment mechanism between the United States and Japan shows that a reasonable and flexible talent flow mechanism will have different effects on the use and training of enterprise talents from both positive and negative aspects.

### **5.3 Strengthening flexible training methods**

Flexible management is based on high-quality employees as the core of the management model. In order to win competitive advantage, an enterprise must have a group of high-quality, responsible and responsive staff, which requires continuous and comprehensive training of employees. However, the traditional training is usually a kind of infused training, one-way, planned training, and often lack of continuity. Flexible human resources management training aims at improving the learning ability of the modern organization. It requires the organization to have clear learning objectives and training methods, to create an environment conducive to learning, and to improve the quality of employees through various means, change one-way training into two-way or multi-way education, encourage staff to learn from each other, encourage multi-directional communication and interaction between employees and managers. What is more, the flexible training method also requires the development of tailor-made training courses according to the different needs of employees at all levels, and even the different needs of each person.

## **5.4 Constructing flexible performance appraisal**

At present, many enterprises still adopt the management mode of process management, that is to say, the superior carries on the whole monitoring process to the lower level, and make an all-round examination. As a result, the superior evolved into a subordinate "assistant", who expended a great deal of energy on specific matters that would otherwise fall within the purview of the lower. On the contrary, if we adopt the flexible management method to evaluate the performance of modern enterprises, we can make the division of labor and the goal clear between the upper and lower levels, even if the employees have sufficient space to exert their abilities and abilities. It is also convenient for superior supervisor to carry on effective management and performance appraisal to lower level employees, put the right person into the right position, makes the best of people, adapt to their posts, and finally realize the ultimate pursuit goal of human resources performance appraisal in modern enterprises.

## **5.5 Constructing flexible incentive mechanism**

Generally speaking, there are three incentive mechanisms for enterprise human resources: the incentive mechanism with economic interests as the core; the incentive mechanism with power and status; and the incentive mechanism with corporate culture. Modern enterprises need to construct a set of flexible incentive mechanism with rapid response, flexible change and diverse ways. It can create a work environment in which employees can get the incentive factors and rewards they prefer, and meet the deep needs of employees by meeting the needs of employees. Motivate employees to work with a high degree of enthusiasm, creativity and responsibility. Flexible human resource incentive mechanism tells us that enterprise organizations should not pay too much attention to "substance" or "spirit" when implementing incentives. But at a certain time in the organization, or in some people, or even in different periods of time, the effects of material and spiritual incentives may be different. Therefore, modern enterprises construct flexible incentive mechanisms. It is necessary for modern enterprise organization to implement the incentive mechanism of material and spiritual motivation in different atmosphere according to different people, different stages, and different people.

## **6. Conclusion**

In a word, the business environment of the enterprise is changing constantly. In order to adapt to the change of the new environment, the idea of human resource management needs to be improved, the private management of human resource should be innovated, and the flexible management should be strengthened. Enterprise human resources management mode needs to meet the needs of employees; it needs to strengthen humanized management, highlight personalized management, through flexible management mode, stimulate the internal driving force of employees, improve their own organizational commitment, create a real human capital, and then create the comprehensive development advantages of the enterprise.

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