

Application Analysis of Flexible Management in Enterprise Human Resource Management

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Abstract: In the development and operation of modern enterprises, human resource management is an important part of enterprise management, so the level of enterprise human resource management will bring far-reaching impact to the enterprise operation and development, which requires enterprises to pay great attention to human resource management. The traditional human resource management mode of enterprises has obvious limitations, which is difficult to guarantee the effect of enterprise management and control, and the lack of reasonable and perfect incentive mode may aggravate the loss of enterprise personnel. In order to effectively avoid such situations, strengthening the application of flexible management in human resource management can usually achieve excellent results. Based on this, this paper mainly focuses on the application of flexible management in enterprise human resource management, in order to provide reference for relevant personnel.

With the development and progress of The Times, human resource management occupies a higher and higher position in enterprise management. Humanized management, as an advanced management concept, is widely used in enterprise human resource management. The foundation of flexible management is humanized management, which has strong suitability in the application of modern enterprise human resource management. Practical work, the enterprise should follow the principle of people-oriented, combined with the enterprise development status and development needs for comprehensive consideration, develop more scientific and perfect human resource management mechanism, and strengthen the mechanism to implement and implement, effective stimulate creativity, constantly improve staff self-awareness, make due contributions to the enterprise development.

1. Overview of flexible management

The core of flexible management is mainly reflected in the interpretation of the flexible concept. Based on the level of physical concept, flexibility represents flexibility and adaptability, while based on the level of human thought, flexibility emphasizes the flexibility and pluralism of individual thoughts, and also covers its strain at the behavioral level^[1]. Modern enterprise in the human resource management work, for the penetration of flexible management, mainly refers to its flexible ideas, adopt the corresponding non-punitive and rigid means, mobilize employees to participate in the enthusiasm of improve behavior and improve skills, or optimize the existing

management system, further improve the efficiency of enterprise management work. In recent years, the economic situation faced by enterprises in the process of development and operation is more severe, and the competition of enterprises in the market is intensifying. In order to gain a better foothold, enterprises should not only focus on improving the competitive strength of their own products and services, but also actively strengthen internal reform, ensure the internal management level, and help enterprises set up a high-quality team by attracting more professionals. In practice, enterprises can strengthen the integration and penetration of flexible management concept in the recruitment, training and development, actively carry out innovation in the existing management methods and means, and provide important support for the sustainable and stable development of the enterprise^[2].

2. Characteristic analysis of flexible management

2.1 Drive

In the work of enterprise human resource management, the application of flexible management can effectively stimulate the willingness of employees, and help enterprises to achieve the expected management goals by strengthening the self-drive of employees. This method has been widely recognized by the management of enterprises. The application of flexible management does not rely on the management relationship between the upper and lower levels within the enterprise, but advocates the spontaneous self-management of employees, which provides power for the common development and growth of employees and enterprises. In the development and operation of an enterprise, the harmony of the internal atmosphere of an enterprise will have a great impact on the subjective initiative of the employees. Based on the fair environment, the employees are conducive to better put into the work of the enterprise and devote themselves to the solution of work problems. Therefore, in order to achieve the above goals and give full play to the role of flexible management, enterprises should start with the system and formulate appropriate incentive mechanism according to the needs of employees themselves, so that employees can feel the respect of the enterprise for themselves. In addition, flexible management puts forward corresponding requirements for the self-drive of employees. In order to better stimulate the potential of employees, enterprises should conduct deep thinking from the perspective of employees and implement humanized management on this basis^[3].

2.2 Persistence

In the application of flexible management in enterprise management, the people-oriented humanistic attribute is more obvious^[4]. Through the flexible management, the monotonous regulations can be effectively transformed into the employees' own good behavior habits, and realize the internalization of the reward and punishment performance system in the hearts of the employees. For enterprise rules and regulations, although it can work for employees have corresponding constraint effect, but because the rules is cold and rigid, difficult to make employees feel warm, so the enterprise in the use of rules and regulations to carry out the internal management process, should strengthen the flexible management mode in the penetration, is conducive to make the rules into employees heart, so as to further improve the level of enterprise management. In order to achieve this goal, it is necessary to infiltrate long-term and continuous management into flexible management. It should be noted that enterprises should coordinate the relationship between employee demands, corporate culture and business objectives, link employee development with enterprise development, and make employees actively participate in the maintenance of enterprise interests by mobilizing the enthusiasm of employees^[5].

2.3 Incentive

In order to effectively motivate employees, enterprises should not only ensure the rationality of the reward and punishment system, but also give more comprehensive care to employees. The incentive measures adopted in the implementation process of flexible management are not only reflected in material incentives, but also emphasize the incentives of life, personal value and social status, so that employees can deeply experience their own value and satisfy their hearts. In the Herzberg two-factor theory, it shows that the internal factors affecting employees can be divided into health care factors and incentive factors. Among them, the health factor is also usually called the basic factor. The satisfaction of the health factors of enterprises is only reflected in the gratification of the basic needs of employees, and it is difficult to effectively explore the creativity of employees. However, if the enterprise health care factors are lacking, the negative state of employees will be obvious, which will restrict the normal development and operation of the enterprise. Health care factors mainly cover the system, working conditions and treatment. Incentive factors include work value, sense of achievement and promotion, etc. If the enterprise can meet the incentive factors of employees, it is more conducive to mobilizing the enthusiasm of employees. Flexible management emphasizes the use of multi-level incentives to better meet the high-level needs of employees, tap the potential of talents, and make corresponding contributions to the enterprise, which is very beneficial to improving the competitive strength of enterprises^[6].

3. Application of flexible management practice in enterprise human resource management

3.1 Strengthen the integration of incentive mechanism and performance appraisal

In order to realize the integration and penetration of flexible management in enterprise human resource management, enterprises can take performance appraisal as the starting point and build a personalized incentive mechanism integrating the concept of flexible management, which is conducive to better mobilize the enthusiasm of employees. In practice work, we should start from the following perspectives: First, enterprises should establish a scientific and perfect employment mechanism in the development and operation, give corresponding rewards to employees with outstanding ability, achievements and professional ethics, and give priority to improving their salary and promotion. In view of the employees with negative working attitude and insufficient ability, the enterprise should adopt corresponding assistance measures. In addition, enterprises should regularly organize work review and knowledge and skills training activities, and publicly praise the employees with their recent excellent performance, so as to stimulate their sense of honor and further strengthen their sense of responsibility. Second, enterprises should attach importance to optimizing and improving the performance appraisal mechanism. For the transformation of the traditional human resource management mode of enterprises, it is a gradual process, but enterprises can also start from the transformation of the performance appraisal system, strengthen the penetration of flexible management content, optimize the salary payment rules according to the usual performance of employees, so that employees pay equal returns.

3.2 Establish a flexible corporate culture

The enterprise management system is an important basis for the realization of the goal of flexible enterprise human resource management. By strengthening the penetration of humanized management concept in the enterprise culture, it is conducive to laying a solid foundation for the efficient development of flexible human resources management. In order to create a good flexible enterprise culture atmosphere, enterprises should control the following aspects in practice: First, in

the process of building a flexible management mechanism, the enterprise management should actively participate in it, and put forward their own opinions and suggestions. Or the enterprise adopts the democratic form, selects representatives to participate in the flexible management mechanism discussion activities, combined with the recent business conditions and business objectives of the enterprise for comprehensive consideration, emphasizes the flexible management on the premise of ensuring the stability of the talent team structure, and promotes the effect of the flexible management to achieve the expected. Second, enterprises should follow the principle of two-way flow in practical work, optimize the existing position allocation, provide more opportunities for employees, so that they can participate in the work process of various departments, deepen employees' understanding and mastery of the process of enterprise work, optimize the overall awareness of employees, and constantly improve the comprehensive quality of employees. In addition, the implementation of dynamic job rotation management by enterprises is also conducive to eliminating employee path dependence, preventing employees from being in the same position for a long time, and continuously maintaining the creativity of employees.

3.3 Optimize the flexible management system

The flexibility of enterprise human resource management has fundamentally changed the traditional management system. Flexible management does not mean that the enterprise does not need to manage employees, but allows employees to carry out work and development according to their own wishes. The enterprise belongs to a profit-making organization, and there is no bottom line to delegate power and is divorced from reality. If it only relies on employee consciousness to implement the work, the enterprise is required to be moderately flexible while maintaining rigidity. Therefore, based on the guidance of flexible management, enterprises should pay full attention to the adjustment and optimization of the existing management system, and in practice, enterprises should pay attention to retain some indicators consistent with the development of enterprises. In the practical work, the management of the enterprise should adhere to the principle of benefiting the development of the enterprise, timely adjust the regulations against the development of the enterprise, and provide more independent working space for the employees. In order to further improve the system management, the management of the enterprise should pay attention to the current business characteristics and development trend of the enterprise, and optimize and innovate the business development process and the positioning of functional departments on this basis. In the process of development and operation, enterprises also need to assume corresponding social responsibilities. Therefore, the management system should realize the connection between social responsibility and production and operation, including ecological protection, people's livelihood projects, etc., based on participating in projects and work that have positive significance for social development in the process, to create more considerable social benefits for enterprises. In this process, enterprises should also adjust the content of the management system according to the post and years. For example, the travel expenses based on the flexible management framework should be based on the price level of the travel locations, and the differential travel reimbursement and subsidy standards should be implemented. In addition, the management of the enterprise should also pay attention to the continuous strengthening of the flexible management concept, broaden the system feedback channel, timely feedback the suggestions in the enterprise management system, make employees participate in the process of enterprise system design, and ensure the effectiveness of the system implementation.

3.4 Construct a flexible incentive mechanism

The realization of the flexible management goal of enterprise human resources cannot be

separated from the support of the flexible incentive mechanism. Enterprise in the process of building flexible incentive mechanism, should do the following aspects: enterprise should combine the enterprise strategy to build incentive mechanism, to ensure the flexibility and richness of the mechanism, for enterprise worker rank, position and development needs are further analysis, on the basis of implementing more targeted incentives, make enterprises to meet the reasonable demand as far as possible, to avoid discontent. In addition, enterprises should also ensure a balance between external incentives and internal incentives. The main performance of external incentive is material incentive. In order to ensure the fairness of external incentive, enterprises should formulate different performance plans according to the current strategic planning objectives and the combination of employee performance and value creation. Through the implementation of this measure, it is conducive to creating a good competitive atmosphere within the enterprise, so that employees can constantly improve their own ability and value in the process of mutual competition. In terms of spiritual incentive, enterprises should enrich the needs of employees. In the process of enterprise human resource management, spiritual incentive is a more lasting incentive. If the enterprise can give full play to the role of spiritual incentive, the brain drain rate can be greatly reduced. Based on this, enterprises should reasonably allocate some challenging tasks for employees, realize the connection between the effectiveness of employee tasks and performance, and strengthen the integration of employees' personal interests and organizational interests, so as to better stimulate the vitality of enterprise employees.

3.5 Construct a flexible tissue structure

In the process of flexible human resource management, flexible organizational structure is one of the important elements. In order to efficiently build flexible management organizations, enterprises should adhere to the people-oriented concept in the actual human resource management work. In practice, enterprises should show enough respect for the needs of talents, provide impetus for the development of talents, safeguard the legitimate rights and interests of talents, realize the close unity of talents through effective enterprise management, and can give full play to their own subjective initiative to make contributions to the enterprise. From the perspective of the actual situation at this stage, the human resource management of some enterprises still adopts the traditional pyramid management framework and structure. With the expansion of the enterprise scale, the management level of the enterprise is also being continuously increased, and the management efficiency is gradually decreasing. However, the feedback and transmission of enterprise internal information takes a certain amount of time. In the process of information transmission and feedback, the information needs to be analyzed and retransmitted at all levels, which will consume more time, so the consumption time of information transmission will be extended under the condition of increasing steps. If the actual enterprise build internal management architecture level, to the information spread to the enterprise departments, not only will consume a lot of time, will also to a certain extent reduce work efficiency, work effect is difficult to achieve expectations, unable to guarantee enterprise suitability in the current market competition environment, difficult to respond to market changes. In order to effectively avoid this kind of situation, enterprises should actively strengthen the penetration of flexible management mechanism in the enterprise pyramid management structure, which is conducive to effectively transforming the management structure into a flat organizational structure. That is, the use of parallel information transmission can improve the efficiency of information transmission and lay the foundation for information sharing among various departments within the enterprise. We need to put forward reasonable and feasible suggestions for the enterprise's management decision, so as to bring considerable operating benefits.

3.6 Strengthen the penetration of flexible management in enterprise operation

The competition of enterprises in the market is not only the competition of products and services, but also the competition of talent. Therefore, the level of enterprise human resource management will have a great impact on the competitive strength of enterprises. By flexible management into the daily operation of enterprises, the impact of flexible management will further strengthen the implementation of human resource management, gradually improve the level of human resource management of enterprises, and meet the development needs of modern enterprises. Under the background of information age, market information has been expanded to a large extent, and people have wider access to information, and their thinking is more diversified, leading to more and more obvious conflicts between traditional management mode and modern enterprise management, which may cause corresponding obstacles to enterprise management. Flexible management has significant advantages in the mobilization of employees' subjective initiative, and strengthening the application of flexible management can also better stimulate the creativity of employees. Therefore, it is of great significance for enterprises to strengthen the penetration of flexible management in enterprise operation. Make full use of flexible management means, gradually build and perfect the talent team, and lay a foundation for the benign development of enterprises.

4. Conclusion

In a word, in order to improve the adaptability of enterprises in the current market economic environment, flexible management has been widely paid attention to by various enterprises. How to realize the flexible management of human resources has become a key research topic for modern enterprises. In this regard, in the process of enterprise development and operation, we should not only pay attention to the application of flexible management in the work of the enterprise, but also strengthen its penetration in the enterprise culture and enterprise system, so as to lay a foundation for the role of flexible management of human resources and provide strong support for the sustainable and stable development of the enterprise.

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