

Економіка та управління підприємствами

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Oriekhova Alvina

*Doctor of Science, Associate Professor,
Associate Professor of the Department of Accounting and Taxation
Sumy National Agrarian University*

Орехова Альвіна Іванівна

*доктор економічних наук, доцент,
доцент кафедри обліку і оподаткування
Сумський національний аграрний університет*

Орехова Альвина Ивановна

*доктор экономических наук, доцент,
доцент кафедры учета и налогообложения
Сумской национальной аграрный университет*

ORCID: 0000-0003-1016-3287

Guo Qi

*Student of Speciality "Administrative management"
Sumy National Agrarian University*

Го Ци

*студент спеціальності «Адміністративний менеджмент»
Сумського національного аграрного університету*

Го Ци

*студент специальности «Административный менеджмент»
Сумского национального аграрного университета*

**FLEXIBLE STRATEGY OF ENTERPRISE HUMAN RESOURCE
MANAGEMENT**

**ГНУЧКА СТРАТЕГІЯ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМ
ПІДПРИЄМСТВА**

**ГИБКАЯ СТРАТЕГИЯ УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМИ
РЕСУРСАМИ ПРЕДПРИЯТИЯ**

***Summary.** Flexible management, as an important product of human resources management, can gradually replace hard management in the process of changing the type of the global economy, because it can stimulate employees' creativity, adapt to uncertain internal and external environments, and meet the needs of the market's long tail. The article analyzes the essence and characteristics of flexible management in human resource management, and generalized flexible management strategies at four levels: system regulations, organizational framework, job design, and incentive system. This article provides an overview of the general advantages and relevance of implementing a flexible human resource management regime of the enterprise. Aspects of system regulation of flexible enterprise management are covered. The main problematic issues in the implementation and development of a flexible management system at the enterprise are identified. This includes a one-sided view that the strategic development of the enterprise has nothing to do with flexible incentives; believe that monetary incentives can solve all problems; consider that the path of flexible management is too simple, etc. It is proved that in order to form a flexible management system at the enterprise it is necessary to focus on the following aspects: to find a form suitable for the enterprise in flexibility; to be timely and in place in flexibility; to focus on key points and key points in flexibility. To do a good job in flexible management, it is very important to grasp the end point and key points. It is proved that the development of human resource management in enterprises is*

an inevitable choice in history. During the period of building a flexible management mode, companies do not want to eliminate the global management mode, but to form a management mode that combines management flexibility with rigid management. Development, long-term compliance with the rules and regulations of a flexible management system based on employees, rigid and flexible complementarily can significantly achieve people-oriented and contribute to a healthy and stable sustainable development of the enterprise.

Key words: *management, flexible management, human resource management, enterprise.*

Анотація. *Гнучке управління, як важливий продукт управління людськими ресурсами, може поступово замінити жорстке управління в процесі зміни типу світової економіки, оскільки може стимулювати творчість працівників, адаптуватися до невизначених внутрішніх і зовнішніх середовищ та задовольняти потреби ринку. У статті проаналізовано сутність та характеристики гнучкого управління в системі управлінні людськими ресурсами та узагальнені гнучкі стратегії управління на чотирьох рівнях: системне регулювання, організаційна структура, розробка робочих місць та система стимулювання. Проведений огляд загальних переваг та актуальності впровадження гнучкого режиму управління персоналом підприємства. Висвітлено аспекти системного регулювання гнучкого управління підприємством. Визначено основні проблемні питання впровадження та розвитку гнучкої системи управління на підприємстві. Це включає в себе однобічну думку про те, що стратегічний розвиток підприємства не має нічого спільного з гнучкими стимулами; вірити, що грошові стимули можуть вирішити всі проблеми; вважати, що шлях гнучкого управління занадто простий і т. д. Доведено, що для формування гнучкої*

системи управління на підприємстві необхідно зосередитись на таких аспектах: знайти відповідну для підприємства форму гнучкості; бути своєчасним та гнучким; зосередити увагу на ключових моментах та ключових моментах гнучкості. З метою отримання належного результату в гнучкому управлінні, дуже важливо розуміти кінцеву точку та ключові моменти. Доведено, що розвиток управління людськими ресурсами на підприємстві - неминучий вибір в історії. У період побудови гнучкого режиму управління компанії не хочуть ліквідувати глобальний режим управління, а формувати режим управління, який поєднує гнучкість управління з жорстким управлінням. Постійний розвиток, довгострокове дотримання правил та регламентів гнучкої системи управління, жорстка та гнучка взаємодоповнюваність можуть значно сприяти здоровому та стабільному сталому розвитку підприємства.

Ключові слова: *управління, гнучке управління, управління людськими ресурсами, підприємство.*

Анотація. *Гибкое управление, являющееся важным продуктом управления человеческими ресурсами, может постепенно заменить жесткое управление в процессе изменения типа глобальной экономики, поскольку оно может стимулировать творческий потенциал сотрудников, адаптироваться к неопределенной внутренней и внешней среде и удовлетворять потребности рынка. В статье анализируются значение и характеристики гибкого управления в управлении человеческими ресурсами, а также обобщаются гибкие стратегии управления на четырех уровнях: системное регулирование, организационная структура, план работы и система стимулирования. В статье представлен обзор общих преимуществ и актуальности внедрения гибкого режима управления персоналом предприятия. Рассмотрены аспекты*

системного регулирования гибкого управления предприятием. Определены основные проблемные вопросы при внедрении и развитии гибкой системы управления на предприятии. Это включает в себя одностороннюю точку зрения, что стратегическое развитие предприятия не имеет ничего общего с гибкими стимулами; мнение, что денежные стимулы могут решить все проблемы; мнение, что путь гибкого управления слишком прост и т. д. Доказано, что для формирования гибкой системы управления на предприятии необходимо сосредоточиться на следующих аспектах: найти соответствующую предприятию форму гибкости; быть своевременным и гибким; сосредоточиться на ключевых моментах и ключевых моментах гибкости. С целью получения определенного результата в гибком управлении, очень важно понять конечную точку и ключевые моменты. Доказано, что развитие управления персоналом на предприятиях является неизбежным выбором в истории. В период построения гибкого режима управления компании не хотят исключать глобальный режим управления, а формируют режим управления, который сочетает гибкость управления с жестким управлением. Развитие, долгосрочное соответствие правилам и положениям гибкой системы управления, жесткой и гибкой взаимодополняемости, может значительно способствовать здоровому и стабильному устойчивому развитию предприятия.

Ключевые слова: *управление, гибкое управление, управление человеческими ресурсами, предприятие.*

Statement of the problem. In the process of global integration, a labor-intensive economy becoming a knowledge-based economy. The organizational structure of enterprises and the mode of macro human resources management have gradually changed. A large number of enterprises have begun to search for human

resource management methods that are more suitable for the characteristics of modern enterprises. Flexible management has gradually attracted attention from the field of human resource management with its advantages of flexibility and high motivation.

The flexible management mode of enterprise human resource management refers to the implementation of the necessity management of the entire enterprise and employees at all levels, not simply relying on the enterprise's standardized system regulations and long-term fixed organizational structure. The internal environment changes, which is a new type of human resource management mode that is highly flexible and responsive. This flexible management model emphasizes the rapidity of the company's response to changes in the external environment. The organizational structure of the company must also be more flexible and diverse. It is more humane for employees at various positions and levels. The construction of rules and regulations must keep up with the development trend of the times. At the same time, the company's flexible management also emphasizes the harmonious interpersonal relationship among employees, the close and friendly cooperation between various teams, and the establishment of a high-quality corporate culture atmosphere.

Analysis of recent researches and publications. Flexible management is the management that reflects the flexible characteristics in the management process. He is the product of the new economic era and the last revolutionary leap in enterprise management. In the WEBSTER [5] dictionary, the term flexibility is defined as the ability to adapt to new, different, and changing needs. Mandelbaum [4] believed that flexibility refers to the ability to effectively respond to changing environments. Sanchez [8] described flexibility as a characteristic of a production system. Lepak, Takeuchi, Snell [3] defined flexibility from the perspective of resources as the versatility of the workforce hired by the organization to perform multiple tasks. Dreyer and Gronhaug [1] defines flexibility as the ability of an enterprise to adapt

to environmental changes and explore opportunities from it. The above-mentioned researchers have different definitions mainly because these scholars belong to different research fields, so they lack a unified framework system. But what is certain is that the research on enterprise flexibility is to illustrate how companies respond to changing environments.

The application of flexible management in enterprise human resources management has been greatly increased. Yanqiu Jiang [11] pointed out that flexible management is the development and implementation of the concept of human-oriented management in enterprise management. Fang Wang [2] noted that 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.

Formulation purposes of article (problem). The aim of the article is to formulate a methodological basis for the introduction and development of flexible labor management in enterprises.

The main material. The most obvious feature of flexible human resource management is that this management mode emphasizes the phenomenon that employees are engaged in work with a proactive attitude. The traditional rigid management model has many requirements and restrictions on employees. It pays too much attention to the role of rules and regulations in human resource management. It requires employees at all levels to work in accordance with detailed regulations or instructions from superiors. The rights and space for employees to take the initiative to play are serious. However, the human resource management of the enterprise driven by the flexible management mode can compensate for the rigid

management from three perspectives. It advocates the use of a positive corporate spirit and cultural atmosphere to encourage employees to actively and actively participate in work. Unlike rigid management, flexible management no longer relies on rules and rights, but implements the people-oriented concept in the entire process of management, relying more on the psychology and emotions of employees, through the equality of rights, democratic management, and the liberation of human personality. To comprehensively stimulate the potential abilities and creative thinking of corporate employees in their thoughts and consciousness.

The flexible management of human resources in enterprises stimulates the potential capabilities of employees, and on the other hand, it promotes employees to gradually form a driving force for creative and innovative work. This motivation originates from the employees and has a long-lasting effect. It is the result of a long-term subtle influence of a good corporate culture and spiritual atmosphere. Using practice again and again, it is the first to form a harmonious and unity with the corporate culture. Behavioral concepts and values, and then driven by the values and concepts, transform employees' commitments to work and the enterprise, and eventually form a driving force close to faith.

The research progress of scholars developed countries examines the flexible management of corporate human resources. A large number of scholars have conducted in-depth research on it from multiple levels and angles, which has greatly promoted the development process of flexible management of enterprises. The example of table 1 presents aspects of the development of the process of flexible enterprise management.

Table 1

Aspects of system regulation of flexible enterprise management

Indicators	Value
Flexible system rules	The purpose of building system rules and regulations is to ensure the long-term healthy and stable development of the enterprise, to achieve efficient and orderly operation of the enterprise. Lack of scalability, flexibility, and diversity enables employees to experience the restraints of the rules and regulations on themselves, which easily makes employees feel rebellious and dissatisfied. Therefore, the establishment of enterprise rules and regulations should be based on a comprehensive synthesis of its own operating mechanism and development situation, and appropriate flexible treatment, so that the rules and regulations with the continuous transformation of the corporate environment for real-time reform.
Flexible organizational structure	Traditional corporate organizational structures generally exist in a linear or triangular manner. The flexible management of corporate human resources is more based on the flat organizational structure proposed by American General Corporation, focusing on changes in the external environment and the market, emphasizing the accuracy and efficiency of information transmission, and grassroots employees of the enterprise, require real-time sharing of information and employee exchanges and cooperation to form a strong paradigm community.
Flexible work design	The traditional enterprise human resource management model, the work content and processes of employees are mostly based on hard rules and regulations, and the content of the rules and regulations is used as the specific implementation standard. In the context of global economic integration, the transformation of the labor economy into a knowledge-based economy has gradually entered a deep stage. The requirements of knowledge-based employees for work content are no longer limited to standardization and systematization, but instead they pay more attention to their own individual thinking and creative ability. Therefore, companies should design their work with a flexible management model. In the process of designing work content and processes, they should fully consider the use of employees' personal values on the premise of comprehensively integrating production quality and efficiency, and provide employees with personal wisdom. Ample opportunities for substantive behavior. Improve employee satisfaction and form a good corporate cohesion and centripetal force.
Flexible Incentive System	The most important resource in enterprise resources is human resources. In view of this, the company's incentive system should be appropriately transitioned to flexibility. Based on the establishment of a diversified and stable salary reward system, it will give employees a more comfortable, warm and relaxed working environment, and personalize the working hours and vacation length. Improving the scope of employees' rights, increasing their sense of autonomy and self-management, and gradually forming a strong sense of ownership for employees.

Flexible management is a deepened form of human resource management and development. With the continuous improvement of modern enterprise management, the "people-oriented" management concept has been rapidly promoted, and more and more companies recognize the value of people in enterprise management. However, in the current enterprise flexible management, some enterprises have caused poor results due to lagging in concept or improper methods. The main reason is that some misunderstandings are not well avoided in the practice of flexible management (tab. 2).

Table 2

Problematic issues of introduction of flexible management

Indicators	Value
One-sided view that the strategic development of an enterprise has nothing to do with flexible incentives.	Practice shows that whether a company's development strategy is scientific will affect employees' perception of the company. There is a close relationship between the behavior of enterprise employees and the strategic development of the enterprise, and the incentive of flexible management helps to maintain the consistency of the employee's personal development vision and the enterprise's strategic goals.
Blindly believe that monetary incentives can solve all problems.	Some enterprise managers believe that employees within the company take the pursuit of material interests as the fundamental goal, no matter what type of employees, they can use monetary incentives to improve their behavior. But for some types of employees, the use of simple monetary incentives may not necessarily receive a good incentive effect. To maximize the motivation of employees, companies must fully understand and respect the diverse needs of employees, rather than just make up for it through money.
The way of flexible excitation is too simple	At present, many enterprises have realized the importance of flexible management and have adopted a variety of humanized methods to motivate employees. However, in order to pursue a formal fairness, companies often adopt singularity and homogeneity for all employees Incentives. As everyone knows, this single egalitarianism will hurt the enthusiasm of those winners. Obviously, a single incentive method is not conducive to improving employee motivation and creativity.
Flexible management cannot grasp the key points and key points.	In many cases of enterprise management, it is not difficult to find that many enterprises are not good at focusing on key points and points in the implementation of flexible management. The performance is either spiritually focused or lacking in hierarchy.

From the analysis of the successful experience of many enterprises in implementing flexible management, to truly achieve flexible management to achieve the purpose of "incentive", must pay attention to the selection and grasp of the following three aspects:

- the first, to find a form suitable for the enterprise in flexibility. With the continuous development of modern enterprises, the egalitarian distribution system that has been formed has been gradually broken, and employees' welfare, salary, personal dignity and other aspects have been paid more and more attention by enterprises. However, from the reality, some of the current incentive methods of enterprises still can't effectively stimulate the effectiveness of talents, especially the value of managers cannot be highlighted well;

- the second, is to be timely and in place in flexibility. The theory of fairness points out that every employee wants to get a return equal to his own pay, but this psychological effect is largely affected by the contrast of reality. If employees find that they are not less rewarded than other units or others under the same conditions, their dissatisfaction will be reduced. If the company cannot communicate effectively with employees, even if the company has rewarded the employees as much as possible, there will still be many employees who take it for granted that the company still does not pay enough attention to employees;

- the third, is to focus on key points and key points in flexibility. To do a good job in flexible management, it is very important to grasp the end point and key points. In many cases, opportunities are fleeting, and there is not enough time for us to think again and again. Instead, we are required to grasp the key points and key points as soon as possible, make a decisive decision quickly. If we are hesitant, we will be empty-handed and get nothing.

Conclusions. In the process of the continuous transformation from a globally integrated labor-intensive economy to a knowledge-based economy, in order to adapt to this changing process, the gradual development of human resource management in enterprises is an inevitable choice in history. On the one hand, enterprises should fully analyze the changes in the external environment and the specific internal conditions. Based on the results of the above analysis, the company implement a flexible transformation of human resource management in a multi-angle and multi-level manner. On the other hand, during the period of building a flexible management mode, enterprises do not want to eliminate the global management mode, but to form a management mode that combines flexible management with rigid management. Through multi-angle content intervention, it promotes flexible management to be flexible. Development, long-term adherence to the flexible management system rules and regulations based on employees, rigid and flexible complementarity can substantially achieve people-oriented, and promote healthy and stable sustainable development of the enterprise.

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