

# Review of flexible management of human resources

**Yali Kang**

Chinese Graduate School, Panyapiwat Institute of Management, Thailand

E-mail: 272908411@qq.com

\*\*\*\*\*

## Abstracts

In view of the impact of the internal and external environment, enterprises must adopt appropriate flexible management to cope with the impact of these changes to ultimately achieve the organizational goals. Our research seeks to seek an appropriate flexible management model of human resources to promote positive and organizational performance. Through literature combing and comparative research, we found that human resource flexible management will show dynamic adaptability and can adapt to the changing environment, so as to play a greater role in the enterprise organizational performance improvement.

**Keywords:** human resource flexible management; internal flexibility; external flexibility

## Introduction

The dynamic change in the external environment of the enterprise accelerates the organizational change, and also requires the active adjustment of the existing human resource management. The changing external environment makes enterprise managers pay more attention to the resulting problems, and accelerate the exploration of effective ways to solve these problems. Organizational structure must be able to adapt to environmental changes, although traditional organizational structure plays an important role in the development of the past, but in the rapidly changing environment, the organizational structure is no longer suitable, flexible organizational structure has become its alternative successful mode, in order to realize this change, enterprises also need to realize flexible human resource management, so as to realize the matching of organizational structure and management practice. In addition, the increased competition has also caused changes in job design, member structure, employee skills and other aspects, which require human resource management to be improved.

Therefore, many enterprise managers hope to find a management mode that can stimulate the potential of employees and adapt to the changing environment in the new era, in order to more stimulate the work enthusiasm of employees. Therefore, the enterprise organizers should be committed to developing better human resource channels, more diversified incentives to employees, stimulate the active development of the whole organization with flexible strategic innovation policies, and enable the enterprise to cope with the challenges brought by the changing external environment by improving the organizational performance.

With the rapid development of science and technology in the new era, it has also brought more fierce market competition to enterprises. In order to obtain more market resources, the intensity of strategic interaction has also been improved, and the competition has become more dynamic competition (Zhang Jiayue, 2021: 65-71.). In this context, flexible human resource management has greater advantages compared with other management modes, which is also a

starting point for enterprises to obtain more markets. And this management mode can also enhance the enthusiasm of employees, make employees work more positive, more serious efforts to work, stronger behavior motivation, it also provides the conditions for enterprise cohesion, to further enhance enterprise core competitiveness, promote the enterprise get greater development space in the competition (Chen Yijuan, 2018: 81-82.). Therefore, it is of great practical significance to study the development of the flexible management of the enterprise in human resources from the level of the enterprise organization performance.

## **Research background**

In today's era, driven by science and technology, the competition of enterprises is becoming more and more fierce, and the internal and external environment is also gradually showing diversified and complex changes:

On the one hand, the enterprise strategic interaction becomes more frequent, the original static competition is gone, and the external environment is in the process of great rapid change; on the other hand, it is difficult to maintain its competitive advantage, and the internal environment has more changing factors. In view of the impact of the internal and external environment, enterprises must adopt appropriate flexible management, to deal with the impact of these changes, and finally achieve the organizational goals. While the human resource, as the most important production factor, the level of flexible human resource management ability directly affects the improvement of enterprise competitiveness. In the strategic human resource management framework, human resource "flexibility" has developed into the core concept (Lepak et al., 2003: : 681-703), the introduction of flexibility into its framework is a new research direction (Sanchez, 1995: 135-159). Moreover, some scholars said that the human resource flexibility can actively promote the improvement of the enterprise organizational performance, and we should have a deeper understanding of the intermediary role of the human resource flexibility in the enterprise organizational performance (Wright & Snell, 1998; Way, 2006: 1098-1131).

Under the dynamic environment change, the enterprise structure and production skills continue to change, skills update required cycle is shorter and shorter, the development of all kinds of information services increasingly perfect and mature, which makes consumption demand and consumption habits more diversified, at the same time, these changes make the organization in the face of environmental uncertainty increased, various uncertainty factors, and mutual relationship, make the enterprise internal decision-making difficulties, thus affecting the enterprise performance.

## **Research meaning**

There are many continuous competitive advantages of the whole asset appraisal institution. However, fundamentally, the advantage of human resources is the most fundamental reason, which directly determines the success or failure of institutional development. For asset appraisal institutions, only by constantly improving their core human resource management capabilities and realizing high-quality human resource management can they continuously provide high-level services and gain continuous competitive advantages.

## 1 Theoretical significance

The development of management theory must be able to match with the environment. At present, scholars mainly focus on organizational innovation, dynamic response ability and environmental adaptability. In the market competition, enterprises that break the old rules and dare to make changes replace the traditional rigid system management with flexibility, which thus changes the enterprise management theory.

## 2 Practical significance

In practice, flexible human resource management is manifested in different ways, which has important practical significance for the improvement of enterprise organizational performance: (1) In the flexible management of human resources, for enterprise organizational performance, skill flexibility can achieve performance improvement.(2) Employee behavior flexibility can improve organizational performance.(3) Practical flexibility can improve organizational performance.

Whether it is human resource behavior or skill flexibility, it is realized through human resource practice, Therefore, practice flexibility is very key.

## Literature review

### 1. Flexible management concept

The proposal of flexible management is a new concept extended on the basis of the original implemented rigid management concept, which represents the ability to adapt and respond to the changes existing in the management. In the 1950s, the concept of flexible management was first mentioned in the West. The ideological basis of this concept is "humanism". Therefore, people-centered and human needs are the core point of flexible management. This people-oriented management mode enables enterprise organizations to have a stronger ability to deal with changes, so as to promote the completion of enterprise organization goals.

"Flexible" is the translation of "Flexibility", which is originally intended as adaptability, elasticity, flexibility, etc., which represent physical characteristics. Later, it is applied to the skills and behaviors of "human", and the concept of flexibility in human resources forms the flexibility of human resources. Although flexibility is not clearly defined at present, the ability of enterprises to adapt to environmental changes is the consensus of most scholars on flexibility. Flexible ability can promote enterprises to grasp a stronger competitive advantage (Hou Yulian, Wang Yingjun, 2003 : 14). Some studies point out that scarcity, irreplaceability, value and difficulty to imitate are the characteristics of human resource flexibility. Therefore, human resource flexibility is a core competitive resource of enterprises and can form a strong competitiveness (Bhattacharya, 2005 : 622–640). From the perspective of resource view, the internal organization is the source of human resources flexibility, rather than from the outside. However, for enterprises developing in emerging technologies, emerging industries and other fields, this theory lacks sufficient explanatory ability. Many scholars point out that organizations should constantly develop innovation competitiveness in a dynamic environment, which is the so-called "dynamic ability". Milliman (1991 : 318-339) analyzed that human resource flexibility is actually the dynamic ability to effectively respond to and adapt to the human resource system in the face of changes in the internal and external environment. And analysis from the dynamic ability level, human resources management system and human capital is the core competitiveness of human resources, human resources system through the effective allocation of human capital, can play the advantages of human

resources, thus, the enterprise organization ability can be reflected by the human resource management system (La-do & Wilson, 1994: 681-698). Therefore, from the perspective of dynamic capability and flexibility theory, the human resource flexibility of enterprises can be divided into two parts, one is human resource system flexibility, and the other is human capital flexibility.

## 2. Concept of flexible HR management

Flexible human resource management: This is a new concept extended from the traditional rigid management, which is relative to the rigid management. Zheng Qixu (1996:3-23) said that this is the opposite concept, and rigid management is the old management mode, while flexible management is the new management mode, which is the innovation and development of management theory. The promotion of human nature is the starting point of flexible management of human resources. Compared with the rigid supervision and restriction management mode of rigid management, flexible management is to use non-compulsory measures to make employees consciously identify them from the aspects of culture and ideas, so as to achieve the enterprise goals. Flexible management can realize the integration of organizational goals and vision with personal values and goals. On the basis of people-oriented, employees can have consciousness, improve their innovation ability and sense of belonging, so as to realize the independent management of employees.

Qian Zhaoji (1999:444)'s research on flexible management of human resources is based on the concept of "benevolence", which pointed out that it is a non-mandatory flexible control mode, which is developed based on the relationship between thought and behavior. In addition, through the way of "benevolence", flexible management can be more effective organization goals, using flexible management, can let employees produce behavior consciousness, improve enthusiasm, realize independent management, enhance innovation ability, promote self innovation is effectively enhanced, make the staff really become the enterprise high quality resources and the source of competitive advantage, so as to achieve the purpose of flexible management.

Dai sha (2005: 365-366) and others pointed out that in the flexible human resource management, it includes not only employees, but also leaders, especially leaders, who are the sponsors of making rules, and must also abide by the set standards, so as to play a lead role. In addition, it is not only necessary to strengthen the "people-oriented" management, but also necessary to ensure that the management is more personalized, reflecting a strong human touch, and can let employees participate in the enterprise management, improve the management ability of employees, so as to achieve better self-management, which also provides a greater guarantee for the realization of organizational goals.

### Flexible management research

With the development of social economy, the traditional human resource management can no longer provide more support for the development of modern enterprises, and its role in the development of enterprises is becoming weaker and weaker, while in promoting the development of enterprises, the flexible management of human resources plays an important role and significance. Therefore, based on the concept of flexible management of human resources, this paper analyzes the flexible management of enterprises from the aspect of necessity.

In his research, Hart pointed out that flexibility is actually the adaptability shown by the organization under the influence of uncertainty, especially in the blur of market demand and fierce competition. The Mandelbaum (1978:6) research also showed that the general definition of flexibility refers to the ability of enterprises to respond to market changes. Breton (1996)

pointed out that in the face of a changing market environment, corporate decision-making, execution, and the speed of solving problems are all manifestations of flexibility. In addition, some scholars believe that flexibility is actually the response ability of enterprises in the face of emergencies.

In addition, compared with the traditional rigid thinking, flexibility is a completely opposite concept, so the conflict between these two types of management is inevitable. Specific analysis, rigid management is based on the performance to improve this goal, through all kinds of standard system of mandatory measures and constraints to manage employee behavior, therefore, the requirements on management according to the rules and regulations and goals, as far as possible to achieve predetermined goals, and through the system to constraints on employee behavior, efficiency and benefit is the final standard of judgment, and the system also limits the development of employee personality. Flexible management is a new people-oriented management mode, is more is a kind of attach importance to personal development, inclusive management, it no longer limit the personality development of employees, employees have a certain autonomy and development space, and self management is also a major content of flexible management, no longer use institutional constraints, but from the cognitive level, let employees actively accept organizational goals, and take the initiative to complete organizational tasks. In short, flexible management is more about choosing non-material means to motivate employees, so as to improve organizational performance.

Current research shows that there are various definitions of organizational structure, but most scholars say that a definite framework system of an organization is the organizational structure, which can ensure the orderly development of decision-making, division of labor, cooperation and implementation within the organization. From the form of expression, there are two types of organizational structure, organic type and mechanical type. Mechanical organizational structure is a solidified organizational structure, which is produced in the rigid management mode, through the rules and regulations to achieve management. Organic organizational structure is the flexible structure that pays attention to personalized employees, which is the organizational structure corresponding to flexible management, and to realize reasonable management on the basis of people-oriented. Therefore, we should choose the organization from the aspects of market risk and operating environment. In a complex and changeable environment, flexible structure can bring greater advantages, and also can effectively improve the level of flexible management.

### **Research on Strategic Flexible Management**

Arthur (1994: 295) selected 35 large manufacturing groups, studied and analyzed the data of these enterprises, and pointed out that compared with the rigid management mode, flexible management can motivate employees, be more active to work and study, and improve job satisfaction. MacDuffie (1995: 197-221.) investigated and analyzed more than 60 oil production plants around the world. The results show that the management entity system adopted by the enterprise is a flexible management combined with strategic objectives, which can enhance the enthusiasm of employees, and also enhance the competitiveness of the enterprise's products, and create greater benefits. Applebaum (2000:149-195.) investigated and analyzed the heavy industry enterprises, carried out the analysis from the market valuation level, and pointed out whether the production process and human resource allocation of the enterprises are oriented by economic benefits, which has a direct impact on their market valuation. Through combing and summary, the flexible human resource management system can enhance the work enthusiasm of employees and create higher work efficiency, thus promoting the improvement of enterprise benefits.

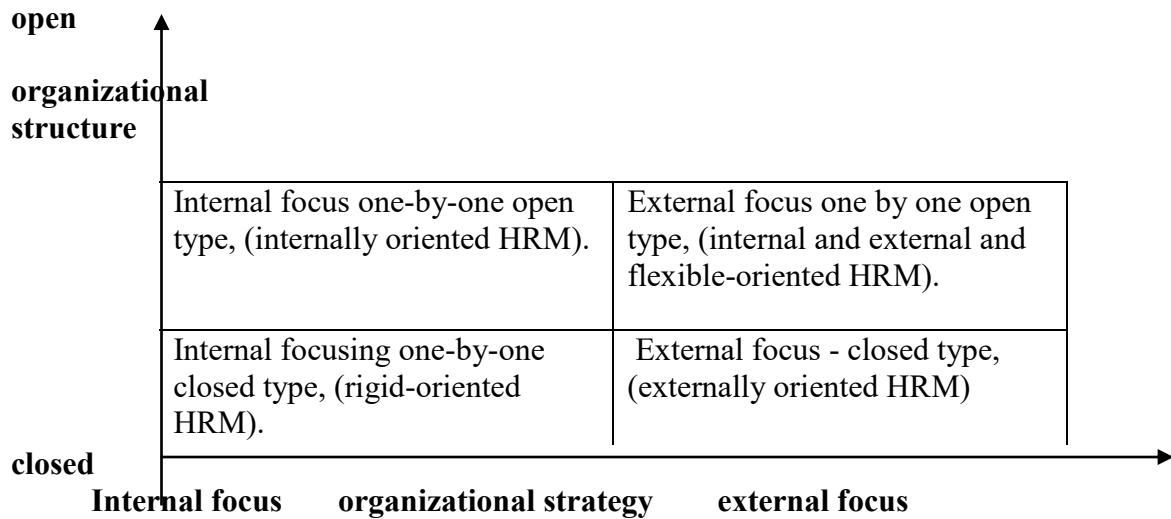
Steven (2001:104-116) analysis said that employee performance will have greater volatility impact on enterprise service quality, flexible human resources system, can make employees produce identity, improve satisfaction, making better employee performance, to make the enterprise service quality better, make customer satisfaction, increase customer loyalty, it also shows the organization identity, human resources strategy system, there is a close correlation between customer loyalty.

Wright & Snell (1998: 756-772) analyzed that in the fierce competition environment, enterprises to improve the matching degree of position strategy, in fact, this is also the core value of strategic oriented human resource management in the implementation process. The matching here actually represents the degree of fit of each department in the code of conduct, goals, work links and other aspects. At present, scholars focus on the in-depth analysis of the matching from the two levels of individual employees and functional departments. In these two aspects, only by improving the matching degree can the market competitiveness be enhanced.

In a stable market environment, the internal coordination of human resource management system can improve the performance and enhance the market position, so many scholars introduced this flexible factor in the changing market environment, and demonstrated the influence of management practice, which lays a theoretical foundation for the subsequent research on the relationship between flexible management and organizational performance.

#### **Flexible HR management configuration based on multiple matching**

Based on the concept of the previous configuration, Based on the concept of configuration theory, Based on the concept of flexible strategy of human resources, Combined with Quinn's original competitive architecture model (CVF), In the analysis of this paper, The whole formed by the combination of various elements of comprehensive human resources, To synthesize the mutual synergistic effect between the various elements, Thus, the two dimensions of organizational human resource structure model and human resource strategy are selected to carry out the standard division, Mainly used to analyze the human resource management system, By making a combination of each other, Regeneration a new horizontal module form, Through this analysis and refining, Not only reflects the horizontal matching between the human capital management system and the human resources practice, It will also reflect that the human resource management mode needs to match with the organizational structure, organizational strategy and other vertical matching, The following figure shows the refined typical human resource flexible management mode.



**1Figure 1 Configuration of human Resource flexible Management**

### **1. Internal flexibility theory of human resources**

Internal Flexible Guided HRM (Internal Focus- -Open HRM). The HRM model focuses more on internal flexibility management, emphasizes the stable employment and guarantee of the team, and uses rich job content, job rotation, authorization, job remodeling, and employee participation to achieve differentiated internal team training. Not only to carry out skills training, but also need to strengthen the training of staff communication, social, customer relationship maintenance and other abilities, so that the team's skill combination ability can be further improved.

From the research progress of the western developed countries, the system rules, workflow design, organizational structure and incentive system of the flexible enterprise human resources management are the most common four aspects.

Flexible rules and regulations are to ensure the long-term and stable development of enterprises, and can achieve orderly and efficient development. Traditional rigid norms are highly mandatory and clearly targeted, but too single and lack of flexibility, which can easily make employees' reverse psychology and dissatisfaction. The biggest characteristic of flexible organizational structure that is different from traditional enterprise organizational structure is its flat organizational structure, which is particularly prominent in asset appraisal institutions. The assessment focuses on the external environment and market changes, focusing on the efficiency and accuracy of information transmission. Employee communication and information sharing are required to form a strong paradigm community; flexible workflow design changes the original traditional hard management mode to form a more flexible development strategy, which can stimulate employee subjective initiative and employee creativity; flexible incentive system is the top priority in the flexible management of enterprise human resources. Human resources are the core resources of enterprises, while evaluation institutions are knowledge-based enterprises. Therefore, they have high professional requirements for personnel. Talents are the most important resources of evaluation institutions, which is related to the success or failure of the development of institutions. So, in the enterprise to implement human resource management strategy, flexible incentive system is an inevitable development trend, not only to build multiple, flexible and stable salary reward system, also need to create more relaxed and comfortable working environment for employees, increase its

work autonomy and self management, make it have a strong sense of ownership.

Therefore, the construction of enterprise rules and regulations should be moderately flexible mode change, so that enterprises can carry out real-time reform with the continuous change of the environment. We should listen to the opinions of employees, respect their ideas, reflect a more democratic side, and make the enterprise operation more flexible. Systematization and standardization are only the basic requirements for knowledge-based employees, but also need to pay attention to their creativity and thinking. Therefore, enterprises should strengthen flexible management, in the design of workflow and content, under the premise of the whole enterprise organization performance improvement, fully consider the personal value of employees, improve employee satisfaction, so as to enhance the centripetal force of the enterprise.

## 2. External flexibility theory of human resources

External soft-oriented HRM (external focus-closed HRM). This flexible model is a balance of using external resources to achieve skill needs and labor cost control. That is to say, through the flexible job allocation strategy, if some of the skilled personnel in the enterprise position is short, it can be made through temporary employment or recruitment. However, this kind of employment method is generally used for skilled positions, and the corresponding configuration form is generally part-time / part-time employees, external experts or consultants, self-employed employees, etc.

The market not only provides enterprises with a lot of resources and opportunities, but due to the limited nature of enterprise resources, they have to conduct market segmentation or choose the key areas. The fierce confrontation between enterprises urgently needs the enterprises themselves to adjust their existing business philosophy and strategic guidance to adapt to the changes of the external environment. Therefore, for the external environment for enterprises to develop outward, how to avoid the competition of other industry rivals and implement effective human resources policies to enhance the competitive advantage of the external market with the greatest possibility is the most important thing for enterprises to win in the competition.

The effectiveness of the various activities of the enterprise itself depends largely on the expertise, knowledge reserve, and commitment of credit of the internal employees. The implementation of human resource flexibility will help the new entering enterprises to better adapt to the complex and changeable external environment and the diversified needs faced by the enterprises in the operation process, so as to improve the adaptability and organizational performance of the enterprise. The flexible integration and allocation of the existing human resources is the optimal strategy to enter the new enterprises in the initial dilemma of less resources and "new access barriers" (Wang Lingling, Zhao Wenhong, 2017:1-12).

Enterprises can realize the sustainable competitive advantage of their organizational performance only when they newly enter the market and can timely seek opportunities and benefit activities and combine them with effective human resource management strategies. At this time, flexible human resource management, as a flexible and flexible organizational strategy, can bring continuous competitive advantages to enterprises.

### **3. Human resources are both inside and outside the flexible theory**

Internal and external and soft-oriented HRM (external focus- -open HRM). This flexible mode pays more attention to the internal and external elastic penetration and balance of human resource management. Firstly, to encourage internal employees, strengthen their knowledge sharing, skill development, team cooperation, and secondly, under the concept of absorbing external talents, including internal entrepreneurship, crowdsourcing platform, informal employee configuration, and external alliance.

## **Research conclusions and recommendations**

### **1 Research conclusions**

According to the above analysis, it can be seen that current scholars have an extensive discussion on the concept of flexibility, but there is still no consensus on the conceptual cognition. In the past literature, it can be seen that the concept of flexibility mainly includes the following points: First, it is believed that flexibility is the stress adjustment of enterprises in the changing environment. Flexibility is mainly to find out effective ways to deal with all kinds of mutational environment, and it is also the resilience of enterprises to ensure their own survival and development in the turbulent market. Second, from the perspective of the organization's superior resources stock, we believe that flexibility is the integration of the stock resources, to achieve the improvement of their own competitiveness, so that the ability to actively respond to the mutated environment. By summarizing the above definition of flexibility, this paper regards it as "adaptive tolerance", and also the balance ability of the organization. It can not only absorb external pressure, and quickly respond to the new environment, but also shows the balance between the autonomy and control of the managers.

To sum up, although many scholars have analyzed the relationship between human resources flexibility and organizational performance, obtained a series of research results, however, the relationship between the two still has some deficiencies: (1) most of the research from the overall effect of human resources flexibility and intermediary effect analysis, however, this is a has a rich connotation of the diversified concept, therefore, in terms of conduction mechanism, must have contrary. So, the determination of the core concept is a very critical step. To carry out research from the level of strategic human resources flexibility, self-innovation is an important ability of enterprise knowledge updating and forward-looking in a complex and changing environment, which is directly related to the growth and development of the organization. However, scholars have little research on self-innovation, pay no attention to its bridging effect, and lack of research on the action mechanism; (2) basically are similar research perspective, focus on some more common flexible human resource management mode, such as inclusive talent development, platform HRM, high performance work system, etc. only. This research is limited to the monistic level, Human resource management in practice is a multiple concept, therefore, A single level of research, The obtained research conclusions can not effectively and fully reveal the overall operation mechanism, Nor does it reflect the actual situation, Can not explain the coexistence of various human resource management models, Unable to achieve a three-dimensional perspective on the differences of human capital allocation and management structure, Nor does it really reflect its complex relationship with the organization; (3) There is also a current literature on strategic matching (fit) and flexibility (flexibility) as an alternative relationship, That is, the analysis is conducted only from the flexible or matching level, And the lack of the combination of the two perspective to make the analysis. In addition, most of the studies are made from the static level of the analysis, or only a small number of variables, without a multivariable, multi-dimensional, systematic theoretical

empirical analysis.

## 2 Research recommendations

In the practice of strategic reform of enterprises, enterprises are advocated to build a new human resource management mode, and there is no only and optimal management strategy, especially in the asset evaluation industry, which is highly dependent on talents. Enterprises only fully pay attention to the strategy of matching, as this principle, pay more attention to the internal integration of human resource management strategy and to the adaptability of the external dynamic environment, so as to build an effective perfect human resource management system, to meet the needs of enterprise development, adopt rich management practice, stimulate the staff of self innovation. Enterprises can adopt a variety of ways to create a relaxed innovation environment, promote employees' continuous spontaneous learning, consciously cultivate employees' ability to subjectively acquire self-innovation, and accumulate flexible ability reserve to respond to internal and external environment changes, so as to continuously and effectively promote organizational reform and improve organizational performance.

In addition, the conclusion of this paper is that in the selection of strategic flexibility, on the one hand, we should pay attention to horizontal matching, that is, to achieve internal matching consistency, on the other hand, we should pay more attention to vertical matching, to be able to match with the market business and external strategy. In the information age faces the changing environment, coupled with the impact of the outbreak, led to the enterprise's external environment has greater fluctuations, the uncertainty increases, enterprises only enhance the ability to deal with change, improve their flexible ability, to enhance their core competitiveness, and to achieve the result, a major premise is to achieve internal and external strategy matching unity, this is also the most effective way.

## Reference documentation

Applebaum, E.T., Bailey, P. & A. Ber (2000) *Manufacturing Advantage: Why HighPerformance work Systems Pay off*. Ithaca, NY: Cornell University Press, 2000:149-195.

Arthur. Gansler. & Michael. Linden Mcyle.(1994) Arthur's Law —— 50 years, the growth of the world's top architectural firm, China Construction Industry Press. Publication year: 2018-4. ISBN: 9787 112218 295.

Bhattacharya, M, Gibson, D.E . & Doty, D.H . (2005) The effects of flexibility in employee skills, employee behaviors, and human resource practices on firm performance. *Manage.* (31), 622-640.

Chen Yijuan, (2018) Exploring the application of flexible management in human resource management . *Chinese and foreign entrepreneurs*, (30), 81-82.

Dai Sha, Du Jing, Tang Hongqing.(2005). Flexible Management of Human Resources Based on Knowledge Economy (07), 365-366..

Hou Yulian & Wang Yingjun.(2003). Connotation definition and classification of strategic flexibility and economic management (14), 28-32. doi: 10.19616 / j. cnki. bmj. 2003. 14. 005.

La-do & Wilson, J.P.(1994). The historical evolution of PTSD diagnostic criteria: From Freud to DSM-IV. *Journal of Traumatic Stress*, 7(4), 681-698.

Lepak, Takeuchi & Snell. (2003) Employment flexibility and firm performance: examining the interaction effects of employment mode, environmental dynamism, and technological intensity. *Journal of Management*, 29(5): 681-703.

MacDuffie, J.P. (1995). Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *Industrial and Labor Relations Review*, 48(2), 197-221.

Mandelbaum, M. (1978). *Flexibility in Decision Theory: An Exploration and Unification*. Unpublished Ph.D. Dissertation, Department of Industrial Engineering, University of Toronto, Canada.

Milliman, J., Glinow, M.A.V., & Nathan, M. (1991). Organizational life cycles and strategic international human resource management in multinational companies: Implications for congruence theory. *Academy of Management Review*, 16(2), 318-339.

Qian Zhaoji. (1999) Innovation Management. China Electric Power Press ISBN: 978 7801 259 554 Published time: 1999-08 edition.

Sanchez, R. (1995) Strategic flexibility in product competition. *Strategic Management Journal*, 16(1): 135-159.

Steven, J. & J. Nickel. (2001) Competition and Corporate Performance. *Journal of Political Economy*, (4): 104-116.

Wang Lingling & Zhao Wenhong. (2017). Research on the Impact of Entrepreneurial Resource Acquisition and Adaptation Ability on New Enterprise Performance, *Research and Development Management* (03), 1-12. doi:10.13581/j.cnki.rdm.2017.03.001.

Way, S.A., Tracey, J.B., Fay, C.H., Wright, P.M., Snell, S.A., Chang, S., & Gong, Y. (2006). Validation of a multidimensional HR flexibility measure. *Journal of Management*, 41(4), 1098-1131.

Wright, P.M., & Snell, S.A. (1998). Toward a unifying framework for exploring fit and flexibility in strategic human resource management. *Academy of Management Review*, 23(4), 756-772.

Zhang Jiayue, (2021) Research on the relationship between business model, dynamic capability and enterprise performance. *Journal of Shenyang Normal University*, (5), 65-71.

Zheng Qixu. (1996) *Flexible management*. Dongying: Petroleum University Press, 1996:3-23.