

A Comparative Study of Flexible Management Mode and “Person-Order Integration” Mode—A Case Study of Haier Group

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Abstract: With the reform of modern enterprise management mode, how to reform the enterprise management has become one of the hot topics in today’s market competition. For today’s enterprises, in order to maximize the benefits of enterprises, the implementation of innovative reform is urgent. This paper aims to discuss the application of flexible management mode and “integration of people and orders” mode in Haier Group, and summarize how these two modes jointly promote the innovation and development of Haier Group by analyzing the case of Haier Group. For flexible management mode and the unity of one single mode of the concept, characteristics and application status of understanding, comparing the difference between the two models, analysis of Haier group development and managing change, it summarizes how Haier group should comply with the development of the era, combined together two kinds of management pattern, explore new way of management, implement the innovation development of the enterprise.

Keywords: flexible management; “person-order integration”; Haier group; management change

1. Introduction

1.1. Research Background

In the 21st century, with the intensification of global competition and the rapid development of information technology, enterprise management mode is facing unprecedented challenges, which is a dilemma that enterprises must meet and face, and it is also an opportunity for enterprises to ride the wind. The traditional management mode mostly relies on rigid rules and regulations and hierarchical management, which is no longer applicable to the current economic environment. Now the external environment of enterprise operation is in a dynamic environment of constant change, so the enterprise management mode is facing many unknown and uncertain challenges. In order to cope with these challenges, enterprises are constantly seeking and updating the management mode, so as to inject new driving force into the reform and innovation of enterprises.

In recent years, the flexible management is a new kind of humanized management mode, based on maslow’s hierarchy of needs and herzberg two-factor theory, emphasis on “people-oriented” management concept, focus on employee’s subjectivity and inner drive, makes people more active and actively participate in enterprise’s production and business operation and management work, the reform of the management mode for the enterprise provides a new way of thinking. “Single” mode is a kind of innovative business and operation

management pattern, Haier group through this pattern implementation employees is closely linked with the user, starting from the users themselves, adhere to the “people-oriented”, to realize the independent management and innovation, let employees to maximize the value of the user.

For Haier group, the current management mode has been difficult to face the competition pressure from the environment, the new generation from all walks of life have sprung up market share in the market, new and old enterprise all must strive to improve their own advantages, enhance competitiveness in order to avoid was eliminated by the market. Obviously, the single management mode as a strong pillar of the enterprise management, in terms of current competition, Haier group can be flexible management mode and innovation mode of the unity of one single fusion, improve enterprise management level, promote the development of the employees, as the new driving force of the development of the enterprise, is to optimize business model, improve enterprise economic value.

1.2. Research Purpose and Significance

Research purpose: The purpose of this study is to explore the connotation, characteristics, similarities and differences and mutual relationship between the flexible management mode and the “person-order integration” mode. Through the case study of Haier Group, the effect of the combined application of the two modes is revealed, so as to provide reference for enterprises in management reform and innovation development.

Research significance: Theoretically, as a new trend of modern enterprise management, flexible management mode and “integration of people and orders” mode regard employees as important resources of the enterprise. The combination of the two modes can promote the realization of enterprise value to a large extent, which is in sharp contrast with the traditional management mode. Through in-depth research and the interactive relationship between both, can further enrich and improve the modern enterprise management theory system and fill the blank in the research of this aspect, for the enterprise in the management of change in practice to provide a more scientific theoretical guidance.

Practical significance: based on the joint application of two kinds of mode of Haier group and the in-depth study, extracting successful experience and the innovation points, can provide lessons for other enterprise management innovation; Moreover, flexible management pay attention to the management through the guidance of values and irrational factors to promote the artistic quality of the management, this will help Haier group in the complex and changeable market environment flexible cope with various challenges and changes; “Single” mode can further enhance the management strategy and the organization of ideas, through to motivate the staff’s value creation motive and to implement the promotion enterprise’s value. In addition, flexible management emphasizes flexibility, while “person-order integration” mode pays more attention to the direct connection between employees and the market. The combination of the two can help enterprises adapt to the external environment and enhance market responsiveness. The most important point is that through the joint application of the two modes, the organization structure can be optimized in turn, and the enthusiasm and creativity of employees can be improved, which can enhance the core competitiveness of enterprises and help enterprises occupy a leading position in the market.

2. Application Status of Flexible Management Mode and “People-Order Integration” Mode

2.1. Introduction of Flexible Management Concept

Lao-tzu said in the Tao Te Ching that “the highest good is like water, and water is good for all things without fighting” and “the world is the most soft, and the world is the most strong”, which reflects the importance of rulers’ governance by doing nothing. In modern enterprises, flexible management also has such importance, and business leaders should pay attention to it.

As a new management system, flexible management is advanced and innovative. It is the main manifestation of the gradual improvement and optimization of enterprise management mode. It plays an important role in stimulating employees’ subjective initiative, work potential and work innovation, and can further enhance employees’ sense of belonging and identity to the enterprise [1]. Traditional rigid management

pattern through change and optimization, evolved into the flexible management pattern, flexible management model in the management idea, management philosophy and incentives and so on adjustment, to further stimulate staff's dedication, have stronger centripetal force.

The characteristics of flexible management include [2]:

(1) Equal rights and flexible changes. The most essential characteristics of flexible management is people-oriented, empower employees, let them have the master consciousness, maximum limit arouse their potential, develop their creativity, under this condition, to improve employee's initiative and self-consciousness, can not only improve the employee's work efficiency, also provide energy for employees' personal development, And can ultimately create value and economic benefits for enterprises and organizations, but also improve the quality of the enterprise talent team.

(2) Flexible management decisions. For an enterprise, management decision-making can often best drive and guarantee the operation and development of the enterprise. Flexible management emphasizes humanization, pulls closer the distance between employees at different levels and the management, and jumps out of the previous rule system. At this point, flexible management breaks through the constraints of the original management system and optimizes the traditional decision-making system compared with the traditional rigid management. At this point, compared with the traditional rigid management, the flexible management breaks through the constraints of the original management system and optimizes the traditional decision-making system.

(3) The organizational structure is flat and grid. In the process of the transformation from traditional bureaucratic organizations to modern organizations, the organizational structure is becoming flat and grid, and the relationship between organizations is also changing from hierarchical system to grid. In this process, employees play the role of nodes and support in the interpersonal network. Flexible management emphasizes the flattening of organization setting, which reduces the hassle of communication between departments and organizations, contributes to the flexible dissemination of key information, and provides more development space for employees.

(4) Scientific incentive methods. Under the pressure of work environment, an indispensable, incentive for employees in addition to the basic material incentives, should also pay much attention to the deep motivation of employees, such as spiritual and material incentives can meet. In the flexible management mode, giving recognition and respect to employees and other spiritual incentives as a way of reward not only meets the sense of achievement of employees, but also strengthens their sense of belonging and identity to the enterprise, which can not only stabilize people, but also ensure the stability of talent flow, and help the long-term development of the enterprise.

Corresponding to the ground, over the years, the traditional rigid management has always been to work as the center, through various institutional measures to manage the staff, embodied in a series of principles of management and system gradually improve, and requires strict formulaic in management activities, pay attention to efficiency and actual pay, forming a everyone is equal in front of the system.

The characteristics of traditional rigid management are:

(1) Rules and regulations first: special emphasis is placed on the institutionalized management of employees through disciplinary supervision, institutional constraints, reward and punishment rules and other means.

(2) Organization authoritative and professional division of labor, such as Taylor management theory to people as "economic man", "machine accessories", emphasizing the organization authority and professional division of labor.

(3) Strict hierarchical system: The organizational structure of rigid management is usually relatively rigid and consists of a series of clear hierarchies.

(4) High emphasis on normativity: attention is paid to the formulation and enforcement of rules and regulations, which all employees need to strictly follow.

(5) Emphasis on execution and efficiency: Rigid management pays attention to the standardization and optimization of work processes, and pursues high efficiency and high execution.

2.2. Mr. Zhang of the Unity of One Single Conceptual Model

“Person-order integration” was first proposed on 20 September 2005, and Zhang Ruimin, the proposer, became the founder and practitioner of this concept. Haier group “single” mode is put forward in the Internet and Internet technology development, the challenge of economic globalization, the traditional management mode, the new challenge economic impact, the fourth industrial revolution and the evolution of enterprise culture under the background of multiple, in order to adapt to rapidly changing market and user needs, realize the innovation and development of the management mode. When the Internet era is booming, feature words such as “zero distance” and “decentralization” stimulate enterprises to carry out changes, including but not limited to the dynamic changes of strategic positioning, organizational structure, business process and other links; The concept of the unity of one single put forward not only adapt to the globalization, also broke through the traditional management mode.

To put it simply, the “person-order integration” model is a disruptive innovation of the traditional management model of Haier Group in the Internet era. Let staff from the original passive order follower into the drive innovators, set up a more efficient flattening organization, stimulate individual creativity and initiative, to build a more flexible, efficient and customer oriented enterprise operation mode. This is also an open innovation for Haier Group, which opens up global vision and attracts global resources through global layout to achieve continuous innovation and development.

Under the guidance of the “integration of people and orders” model, Haier is moving towards “enterprise platformization, employee makerization and user personalization”, and has gradually realized six innovations that subvert the traditional model:

(1) Strategic innovation. Haier Group’s profit and loss statement is more strategic, which is different from the traditional profit level and focuses on the interaction between employees and different users. Haier’s strategic profit and loss statement uses four quadrants to continuously improve the competitiveness of the enterprise from the aspects of users, employees, products and innovation.

(2) Organizational innovation. Having experienced the transformation from the traditional positive triangle to the inverted triangle of network, and gradually built a large resource platform, Haier Group’s organizational structure gradually formed a situation of zero distance contact between enterprises and users, and then realized zero distance of information.

(3) Mechanism innovation. Employees are paid directly in relation to the user value they create. Employees’ income comes from users’ evaluation and payment, rather than traditional superior evaluation and salary payment, so that the interests of employees are closely linked with the interests of users.

(4) The role of employees is innovated. Employees are transformed from passive performers to highly entrepreneurial makers. They are now able to make decisions, hire and assign people independently, and provide services and create value for users autonomously according to their personal judgment.

(5) User role innovation. By building an information platform to establish a deep interactive relationship with users, let users participate in product research and development, design, manufacturing and other links, so as to improve user participation, but also promote product improvement and research and development innovation.

(6) Role innovation of partners. Partners, users and enterprises are integrated to establish a parallel platform to achieve win-win results. The partners of enterprises have changed from game parties to stakeholders.

3. Application Status of the Two Models

3.1. Current Application Status of Flexible Management Mode in Enterprises

As a modern enterprise management mode, flexible management is also known as soft management, and its core feature is flexibility. Flexible management is usually reflected in flexible work schedule, diversified management and people-oriented management concept, which can help organizations adapt to market changes and encourage employees to give full play to their potential and personal value.

At present, under the background of the new era, the internal management problems of all walks of life are increasingly apparent, and the new management scheme has become the urgent need of all enterprises. As a

flexible and flexible management mode, flexible management has become a popular trend in the reform of modern enterprise management. Nowadays, in different enterprises or institutions, managers apply flexible management to different management scenarios according to the different development situations of enterprises or units. The following will take public institutions as examples to illustrate the current application status of flexible management mode.

At present, the management mode of various enterprises is constantly changing, and for public institutions, the traditional management mode is gradually losing its vitality. Under the rigid management system, the staff of the unit begin to lose their enthusiasm and enthusiasm for work, and the development of the public institution is limited. In order to reverse the situation, public institutions focus on the reform of human resources management—that is, flexible human resources management. In the reform of modern talent management mode, flexible management is committed to developing the potential of employees, and at the same time, combining the development strategy of the unit with the development of employees. By guiding employees' work behavior, the flexible management promotes them to perform the work duties of the public institution and creates greater social value [3]. With the development of society, public institutions should constantly adapt to the requirements of the development of The Times, carry out flexible management, build flexible employee training mechanism and incentive mechanism, coordinate the relationship between flexible management and rigid management, and make flexibility become an important trend of human resource management in public institutions.

3.2. Development Process and Application Status of “Person-Order Integration” in Haier Group

In “person-order integration”, “person” refers to employees and “single” refers to user needs. This model requires employees to take users as the center, realize their own value by meeting users' needs, and then enhance enterprise value and shareholder value [4]. In the deep meaning, “Ren” represents internal management, and “shan” represents external market expansion. “Integration of people and orders” is to solve the problem of internal management and external market expansion, and strengthen internal management with external market goals as the center [5]. Nowadays, the connotation of “person-order integration” is constantly enriched and expanded with the development of The Times [6].

When the “person-order integration” model was put forward, Haier Group was in the process of shifting from internationalization strategy to global brand strategy, which has gone through three stages of development. In a 1.0 stage, Haier through organizational change will be divided into three independent body corporate structure, Haier constantly create resources in this stage, to promote the implementation of the mode of the unity of one single; After entering the network strategy stage, the “person-order integration” model also reached the 2.0 stage. Haier Group further innovated the development model between employees and users [7]. Through the creation of a sharing platform, the independent management was upgraded to “small and micro enterprises”, and the “person-order integration” model burst into strong vitality and showed outstanding and influential results. Then, with the ecological development strategy of the brand strategy stage, the model of the unity of one single has entered the era of 3.0, since then, the win-win sharing platform upgrade for evolution of Haier group, small micro detonation upgraded to a chain of contracts [8], also got the upgrade user value.

The implementation of the “single” in a huge role in the development process of Haier group, since it has a certain universality, in different business or agency unit also had a positive effect, the following examples for organizations, such as:

(1) Successful crossover replication—“doctor-patient and humanity”. Under the “doctor-patient integration” model, Shanghai Yongci Rehabilitation Hospital is positioned as an Internet of Things medical service platform. The hospital through the use of the unity of one single mode, change the traditional organization structure, pushing into entrepreneurial small micro organization department. In addition, the medical staff to the guest's identity, patients experience as the core, and actively to raise their level of expertise and service level, since the flooding the positive energy of atmosphere, promotes staff the realization of self-worth. The hospital has also implemented incentive measures such as “independent accounting mechanism for small and micro units in wards” to further focus on patients' needs and improve patient experience [9].

(2) Improve the incentives and realize a virtuous cycle. To hanyin county CDC, for example, the unit normal

long-term goal for the realization of the incentive and constraint, combined with the original structure of awarding performance management personnel, establish the corresponding incentive measures, optimize incentive mechanism; In addition, the work experience of full-time disease control supervisors dispatched to township medical institutions was linked to the promotion of professional titles, so as to improve the enthusiasm of employees, so as to promote the implementation of the quota performance plan. From the perspective of CDC, to adapt to the era development, take the initiative to change management ideas, to diversified management mode of development is indispensable. Units should improve the flexible management mechanism, rationally formulate targeted incentive policies, and promote the realization of the virtuous cycle goal of talent training and introduction [10].

So far, spontaneously formed the pattern of the unity of one single research center reached 14 in the global scope, and there are 41 m enterprises in the study, 8.2 enterprises successfully reproduced. Haier global layout of all brands and companies, from the general household appliances of American culture, Japanese culture AQUA to Australian culture of snow park, European culture, CANDY, and other enterprises, on the basis of their tension “salad type” culture fusion, disruptive value-added successful implementation [11].

4. Case Analysis, Haier Group

4.1. Introduction of Haier Group

Haier group was founded in 1984, as one of the world’s large household appliances manufacturer and brand, in the Internet and Internet of things under the background of rapid development, Haier group actively promote reform itself, into the modern mode. In this case, the Haier group still insist on the value of “people first” the strategic development of the main line, firmly centered on the user experience, continue to strengthen product development innovation, improve market share, Haier has developed from bankruptcy a us-funded enterprises [12], for the world has become the digital transformation solution providers, and in the world’s leading.

In enterprise management, Haier in order to promote enterprise development, through the use of advanced management thought and innovation of management mode, has experienced five stages of strategic development, is the sixth stage of development, in the process of long-term strategic development, Haier has always adhere to the principle of “knowledge change, strain, change”, has a unique and able to adapt to change mode of enterprise management. Now, Haier group to the user as the center, advocate “the unity of” single management mode, fully arouse everyone’s innovative, realize win-win situation of individual value and enterprise value [13].

4.2. Haier Group Strategic Stage and Organization Structure Management Mode Development

The strategic evolution and organizational structure reform of Haier Group have gone through a long process of continuous adaptation to market changes. The process of strategic evolution has experienced many stages of evolution, from the brand strategy of improving product quality, to the expansion of diversification and internationalization, to the global brand building, then to the network development, and finally to the current ecological strategy. Haier Group closely focuses on the market demand and the enterprise development goal in each stage, and leads the enterprise development through continuous innovation. As an important supporting force, the development of the enterprise strategy of Haier group organization structure of innovative change, continue to actively adapt to the change of market demand and enterprise development, the organizational structure of the Haier group also gradually from the initial “equilateral triangle” dissecting structure tends gradually flattening and grid, and then build a “small” organization of independent and efficient mode of “chain group”, Through constructing sharing platform, after gradually abolish the dissecting, formed the current adapted to the mode of the unity of one single “nabla” organization.

The stages of Haier group development as shown in Table 1.

Table 1. Development process of Haier Group's strategy and organizational structure.

Time (Years)	Strategy Phase	Organizational Structure	Mode of Management
1984–1900	Brand name strategy	Linear function system	Total quality management
1991–1997	Diversified development strategy	Division system	OEC management model
1998–2005	Internationalization strategy	Process grid structure	Market chain management mode
2006–2012	Global Brand strategy	Combined fleet model	
2013–2019	Development stage of network strategy	Small and micro organizations	One-in-one
2019 to present	Development stage of eco-brand strategy	Small and micro organizations, chain groups	

Haier group in the 90 s during the reform and opening up, affected by the fierce market competition, the transformation of the organization are facing huge pressure, then the Haier group, along with the enterprise business process flexibility, flat organization structure, build the predominantly business organization structure, organization form and try to carry out the flexible work. In the process of flexible organization to create, in human resources, under the action of the dual flexible organization scale expansion, organizational performance and revenue also made significant benefits [14]. Haier group in the process of long-term strategic development, in order to adapt to the change of external environment, better in the Internet age, release the greatest potential for employees, optimize the allocation of resources, create attaches great importance to Haier group of flexible organization. In the process of creating flexible organization, as the external environment tends to be dynamic and complex, employment flexibility is used to replace skill flexibility in personnel allocation. In the stage of networking strategy, employment flexibility is transformed and combined with skill flexibility, and the interaction between strategic matching and ambidexterity flexibility of human resource management is gradually realized.

Flexible management as a new trend of modern enterprise management, Haier pattern can follow the tuyere times, on the basis of the flexible organization, through the flexible management pattern, will ascend to a higher level of organizational change and enterprise management.

4.3. The Present Situation of the Haier Group Management Mode Deficiency

4.3.1. The Current Development State Is Not Stable

Haier group is in current ecological brand strategy development phase, from 2019 to now, has not yet reached maturity, now zhengxing economic globalization, the challenge and opportunity moment, cope with the effects of the dynamic environment, at the same time accompanied by the necessity of resources sharing, and the development of the enterprise itself need complement and perfect the safeguard measures.

4.3.2. The Breakthrough of Traditional Management Mode Is Hindered

At this stage, the Haier group on strategy and organizational structure breaks through the traditional model, also like most companies continue to digitize upgrade, but failed to synchronize improve management mode, such as the management mode of the unity of one single still affected by the traditional management mode, on the organizational culture, Some employees still stays in the organization communication in accept the order and arrange the inertia of thinking, lack of the consciousness of independent decision making.

4.3.3. “Inverted Triangle Organization Structure” Has Disadvantages

After the implementation of the “person-order integration” model, Haier Group has changed from the positive triangle hierarchical organization to the inverted triangle organization structure, forming a situation where employees obey the orders of users rather than superiors. But nabra organization structure, each operation body embarks from the standard, the goal difference, problems such as resources don't match, and both equilateral triangle and nabra

organizational structure, is an open structure, unable to access external resources [15].

4.3.4. Insufficient Resilience of the Organizational Structure

Due to the different periods of dynamic capability of the enterprise environment have different requirements, the Haier group in the process of organizational change continues to progress, the “organization flexible ability, innovation ability, ecological link capacity” in the development of the escalating transformation [16]. Nowadays, Haier group in small micro organization and chain group as the basic unit of platform type organization structures, on the management mode of “flexible” demand is higher. This mode need to constantly strengthen organizational flexibility, make small micro organization innovation, constantly adapt to market changes, enhance the Haier group’s ability to resist risks.

4.3.5. There Are Defects in the “Person-Order Integration” Mode

Theoretically, the concept of “person-order integration” is abstract. Although it is flexible, it is not easy to practice; Followed by “the single unity” in the “users pay” belongs to only performance, compensation and performance is linked to each other, in the long run will indirectly affect the enterprise’s future development [8]. Haier group as an enterprise has been developed for many years now, especially need to consider the costs and benefits of different aspects, and even social value, and the model is essentially to encourage the staff (that is, a guest) entrepreneurship, but funding is limited, there are many difficult to predict the risk of entrepreneurship, in general, Haier mode should be according to the actual situation in the development process of harmonic model of the unity of one single constantly, promote enterprise long-term development.

4.4. Comparison and Analysis of Flexible Management Mode and “Person-Order Integration” Mode

With the intensification of market competition, Haier Group faces many difficulties in its development, but the first thing to solve is the problem of management mode. It can be seen from the above part that Haier Group still has some problems in the management mode, such as the influence of traditional mode still exists, the organizational structure is not fully optimized, and the employees lack of autonomy in decision-making. These problems add resistance to the development of Haier Group at the present stage, which is not conducive to the innovation and reform of the enterprise. In this case, the flexible management model compared with the single unity mode research, found that the characteristics of the two modes in the presence of similarities and differences on the role of enterprise management, and to a certain extent, can complement each other.

The flexible management mode has some similarities with the “man-order integration” mode in some aspects, such as:

4.4.1. Goal Consistency

Both models aim to improve the management level and efficiency of enterprises, so as to improve economic benefits, and stimulate the enthusiasm and innovative thinking of employees by optimizing the management mode, so as to provide impetus for the sustainable development of enterprises.

4.4.2. People-Oriented

The two management modes focus on “people”, attach importance to the personal value of employees, and are committed to cultivating the internal drive of employees. By building a mutually beneficial and win-win relationship between managers and employees, employees and users, the enterprise is more flexible in the change of market environment, and the competitiveness of the enterprise is improved.

4.4.3. Flat Organization Structure

The important driving force for the implementation of the two models is the flattening of the organizational structure. By reducing organizational levels, communication barriers between levels can be reduced, communication efficiency can be improved, and enterprise management can be more efficient. On this basis, the

two management modes reflect the adaptability and flexibility, and provide more powerful support for the transformation of enterprises.

At the same time, there are many differences between the two modes, but these differences can complement each other. Through mutual learning and learning, the two modes can be applied jointly according to the actual situation of Haier Group, which can produce the effect of $1 + 1 > 2$ for the enterprise management of Haier Group. The comparison of the two models is shown in Table 2.

Table 2. Comparison of differences between flexible management mode and “person-order integration” mode.

Comparison of Projects		Flexible Management	“One Person and One Order” Mode
Involving subjects		Employees and management	Employees and users
Impact on the bureaucracy		It did not completely subvert the organizational structure of the bureaucracy	It subverted the bureaucratic organizational structure and realized the organizational platform
Characteristics of incentive mechanism		Flexible, diversified and flexible reward mechanism	“Individual pay” incentive mechanism, salary driven
Targeting users		The user is treated as an external factor	The user is a participant in the process
Employee decision making		Encourage employees to participate in decision making and have autonomy	Employees have the initiative to make decisions
Chinese cultural origin		Confucius’ “benevolence” thought and Mencius’ original thought	Integration of Oriental heritage and modern spirit
Features		Tolerance, variability, sensitivity, systematicity	Universality and abstraction
Direction of development		Flexible management decisions	User centralization
Administrator role		Manager is the separation of person, have communication and coordination ability, through decentralization strategy to devolve power within the organization to promote the horizontal and vertical communication; Motivate employees	Management is the resource providers and service supporters, creative ability and the strategic vision, adopt the paradox leadership mode
Emphasis on focus		Emphasis on stimulating creativity and enhancing corporate cohesion	Emphasis on strategic innovation and independent

5. Suggestions on the Innovative Application of Haier Group’s Management Model

According to the flexible management pattern and the characteristics of the mode of the unity of one single contrast, Haier group in the application of flexible management in enterprise management mode, cooperative mode of the unity of one single has the high feasibility, and can produce a positive effect. Therefore, for Haier group innovation combined with two management modes are as follows:

5.1. Fit Management Concepts

Flexible management emphasizes “people-centered” and pays attention to employees’ initiative and creativity; The single unity mode will staff closely connected with the user value, let employees to be independent of the guest, both attach importance to the subject status of the employees, fit on the idea. Flexible management gives employees more autonomy and participation in decision-making, the unity of one single model for employees as the main body of independent, with the support of organizations to give full play to their professional knowledge and ability to innovate, to create greater labor value in the enterprise.

5.2. Actively Adapt to Market Changes

The current market demand is increasingly diversified and personalized, and the sensitivity and variability

of flexible management and the user-centered characteristics of “person-order integration” mode enable Haier Group to better respond to market changes, meet the personalized needs of different users for products, and improve user satisfaction.

5.3. Organizational Structure Support

Haier people single unity mode to promote the transformation of organizational structure, make the transition from traditional dissecting for networking, flatter organizational form, and this photograph echo, the organizational structure of the mode of flexible management for both joint application provides the powerful organization foundation, the market uncertainty and risk, In the complex and changeable market environment, the enterprise can timely and flexibly adjust its strategy and operation mode, and finally achieve sustainable development.

5.4. Incentive Mechanisms Complement Each Other

First of all, flexible management focuses on the flexibility of incentive mechanism, and motivates employees through the combination of material and spiritual rewards in the reward system. In addition, in the “person-order integration” mode of “person-order compensation” mechanism, it is emphasized that the income of employees is linked to the value created for users. Under the current development of Haier Group, the two incentive mechanisms can complement and improve each other to jointly stimulate the enthusiasm and creativity of employees.

5.5. Optimize the Allocation of Enterprise Resources

In the mode of integration of personnel and orders, enterprise resources can be dynamically allocated according to user needs and employees’ orders, which improves resource utilization efficiency and optimizes resource allocation. Flexible management further optimizes the allocation and sharing of resources and maximizes the utilization of enterprise resources by emphasizing the communication and cooperation within the organization.

6. Research Conclusions and Implications

Through the comparative study of the two management modes, it can be seen that the joint application of the “integration of personnel and order” mode and the flexible management mode can help Haier Group transform from the traditional bureaucratic organization to the platform organization, and at the same time, the path of employees’ value creation is also optimized under this mode, which greatly promotes the unity of employees’ personal value and enterprise value. In general, in order to better adapt to market changes, meet market needs and maintain a leading edge in the fierce competition situation, Haier Group must explore new management models and technologies, continue to innovate, have the courage to try new methods and new ideas, and always put talent training in an important strategic position, establish a perfect talent training system, and build an excellent talent team. To provide a solid talent guarantee for the development of the enterprise and promote the innovative reform of the enterprise.

From the above research, in terms of management system, introducing the flexible management mode into the existing management mode of enterprises and carrying out innovative joint application based on the actual situation also has important reform enlightenment for the following types of enterprises.

(1) Traditional manufacturing industry. For traditional enterprises such as household appliance manufacturing, machinery manufacturing or textile and clothing, rigid organization is a common problem, which is usually accompanied by problems such as decreased production efficiency and slow market response ability. Such enterprises can learn from Haier Group’s “integration of personnel and orders” mode and flexible management mode, by breaking the hierarchical structure. Endowing employees with autonomy and building flexible organizations can stimulate employees’ vitality, improve the operation ability and operation ability of enterprises, improve the success rate of transformation and upgrading, and inject new vitality into enterprises.

(2) Internet enterprises. Nowadays, the market competition is fierce and the market environment is grim. Internet enterprises are facing challenges such as technology updating and user demand changing. At the same time, problems

caused by many uncertain factors are also increasing day by day. In this case, enterprises should break the traditional management mode. By learning from the experience of Haier model and combining with their own development strategy, such enterprises implement flexible organizational management, adopt decentralized and flat organizational structure, reduce management levels, improve communication and decision-making efficiency, promote independent innovation within the organization, and stimulate and strengthen employees' awareness of self-value improvement. Give employees more space to play and decision-making power. When employees' work autonomy and satisfaction are improved, the corporate culture is more open and inclusive, which provides a solid talent guarantee and fighting power for Internet enterprises in the fierce market competition.

(3) Other enterprises with weak market competitiveness or insufficient staff vitality. One is some FMCG, retail, logistics and other industries, and the other is knowledge-intensive, creative and other enterprises with high personnel mobility and serious brain drain problem. Under the demonstration of Haier model, it can improve the experience of management reform for these enterprises. The former should pay more attention to the construction of user-centered service system, optimize the operation process of enterprises, implement lean management and other ways to improve the quality of products and services, so as to improve the competitiveness; Delimit the latter suggested by small business units and employees in Haier mode of the unity of one single gen model, give employees autonomy to stimulate vitality and creativity.

In a word, the innovation and reform of Haier Group's "person-order integration" mode and flexible management mode have important implications for many enterprises, but they are not applicable to all enterprises. Enterprise leaders should have a long-term vision, be sensitive to changes in the market environment, and be ready to meet risks and challenges for the future development of the enterprise.

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