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## SOCIAL MANAGEMENT TOOLS IN THE SYSTEM OF HUMAN RESOURCES AND INNOVATIVE DEVELOPMENT IN CHINESE ENTERPRISES

*Today, the process of economic globalization is accelerating, and the market competition is increasingly fierce; enterprises must continue to innovate and develop. On the one hand, innovation can bring about new business opportunities. Enterprises can explore new markets through innovation and meet the new needs of consumers. On the other hand, innovation can enhance the competitiveness of enterprises. In the highly competitive market, enterprises can only constantly innovate, improve the technical level and product quality, reduce costs, and improve production efficiency to enhance their competitiveness. An important means to achieve the highest work efficiency is to replace experience management with scientific and standardized management methods. The top-down and bottom-up two-way communication mechanism not only enhances the sense of belonging and responsibility of employees, but also virtually improves the cohesion and combat effectiveness of the team, and greatly improves the internal work efficiency and management efficiency of the company.*

**Keywords:** scientific management, human resources, social management tools, innovation development.

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## ІНСТРУМЕНТИ СОЦІАЛЬНОГО МЕНЕДЖМЕНТУ В СИСТЕМІ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ ТА ІННОВАЦІЙНИМ РОЗВИТКОМ КИТАЙСЬКИХ ПІДПРИЄМСТВ

*Інновації завжди були основою розвитку підприємств та передумовою набуття конкретних переваг, що дозволяють підприємству утримувати лідерські позиції в довгостроковій перспективі. В умовах популяризації Інтернету, формуванню великих даних, використання штучного інтелекту, зміни конкурентного середовища стали об'єктивним фактом та набули широкого поширення в усіх сферах діяльності. Метою статті є дослідження інструментів соціального менеджменту в системі управління людськими ресурсами та інноваційного розвитку. Теорія наукового управління орієнтована на заміну особистого досвіду науковими знаннями й передбачає впровадження соціальних інструментів менеджменту та стандартизованого підходу. Практична реалізація стандартизованого підходу спонукає працівників використовувати ефективніші інструменти та застосовувати якісні методи роботи для підвищення продуктивності праці. Щоб заохотити працівників повною мірою реалізовувати свою суб'єктивну ініціативу та підвищити ефективність роботи, ХІАОМІ створила наукову та обґрунтовану систему оцінки ефективності роботи персоналу. Завдяки справедливому та прозорому механізму оцінки, ХІАОМІ може точно визначити та винагородити тих працівників, які зробили видатний внесок у компанію, стимулюючи таким чином мотивацію та креативність усієї команди. В окремі проекції, ХІАОМІ надає великого значення побудові внутрішніх механізмів конкуренції та стимулювання. Тим працівникам, які пропонують конкурентні ідеї та втілюють їх у життя, ХІАОМІ не лише надає фінансову та ресурсну підтримку, але й надає відповідні винагороди та відзнаки для стимулювання інноваційної атмосфери та життєздатності всієї компанії. ХІАОМІ надає великого значення створенню відкритого, інклюзивного та прозорого комунікаційного середовища. У цій організації система управління людськими ресурсами визначає, що працівники вже не є пасивними виконавцями, а виступають активними учасниками та промоторами розвитку компанії. Такий двосторонній механізм комунікації «зверху вниз» та «знизу вгору» не лише посилює почуття приналежності та відповідальності працівників,*

*але й практично покращує згуртованість та результативність команди, а також значно підвищує якість роботи та ефективність управління компанією.*

**Ключові слова:** науковий менеджмент, людські ресурси, інструменти соціального управління, інноваційний розвиток.

**Problem statement.** Nowadays, the process of economic globalization is accelerating, and the market competition is increasingly fierce; enterprises must continue to innovate and develop. On the one hand, innovation can bring about new business opportunities. Enterprises can explore new markets through innovation and meet the new needs of consumers. On the other hand, innovation can enhance the competitiveness of enterprises. In the highly competitive market, enterprises can only constantly innovate, improve the technical level and product quality, reduce costs, and improve production efficiency to enhance their competitiveness. In 1911, Taylor in the principle of scientific management for the first time proposed the scientific management theory, the theory with scientific, standardized management ideas instead of subjective experience, innovation to achieve the organic combination of high wages, high profit, high efficiency, low cost, is the scientific spirit on the reflection of the human management behaviour, is the philosophy of modern industry civilization and principle of action [1, p. 659] in the 20th century and today's enterprise management, social governance have a profound influence, play an important theoretical guiding role.

#### **Analysis of recent research and publications.**

F. W. Taylor is an American classical management scientist, the founder of scientific management, known as the father of scientific management by the management community. Taylor, in his main book "Principles of Scientific Management", in the scientific management theory, makes people realize that management is based on clear regulations, provisions, and principles of science; it is applicable to human activities, from the simplest personal behaviour to the full arrangement of the company's business activities [2]. According to Hang Yu's opinion, Taylor believes that the fundamental purpose of scientific management is to seek the highest labour productivity, and the highest work efficiency is the basis for employers and employees to achieve common prosperity. An important means to achieve the highest work efficiency is to replace experience management with scientific and standardized management methods. Taylor's scientific management has two main contributions: one is the management of science; the other is the spiritual revolution between labour and capitalism [3, p. 114].

Scientific management not only introduces scientific and standardized management, but more importantly, puts forward the core problem of the implementation of scientific management – spiritual revolution. The spiritual revolution is based on scientific management that the interests of both employer and employee are aligned. For employers, the pursuit is not only profit,

but also the development of the career. Career development will not only bring rich wages to employees but also means giving full play to their personal potential to meet the needs of self-actualization. It is the cause that connects the employer and the employee. When the two sides cooperate friendly way and help each other to take the place of confrontation and struggle, the work efficiency can be improved through the joint efforts of both sides, to increase the profits of the employer and expand the scale of the enterprise. However, the maximization of benefits is based on the close cooperation between labour and management, where employers constantly reduce costs and employees constantly raise wages. To continuously improve the labour productivity of workers and fully stimulate the enthusiasm of workers, we must formulate a scientific wage and incentive system. According to Hang Yu's opinion, the value of Taylor's scientific management theory lies in the human nature theory of "economic man" and scientific management as the rational basis [3, p. 115]. Zhang Yongzhong, in turn, notes that this deeply demonstrates the spiritual core of "science, people-oriented and harmony" [4, p. 42]. At the same time, on Gong Yitian opinion, Taylor scientific management contains the rich "social", "self-realization" thought [5, p. 184], its thought paradigm can be summarized as: in the scope of the enterprise, on the condition of the management attitude, by means of personnel of scientific selection and development, with standardized products for the enterprise interests to maximize the basis of the formation of the "spiritual revolution" enterprise thinking mode [6, p. 512].

Liu Tieming claims that the significance of Taylor's scientific management theory lies in the transformation from focusing on management technology to reflecting on the "ideological revolution" [7, p. 144], and, according to Ji Guangxin, Kong Min opinions, the system spirit contained in Taylor's scientific management theory plays an important role in promoting the development of management scientific theories such as operation research, system management theory and decision system theory [8, p. 19]. The characteristics of Taylor theory, such as practical, scientific, normative, coordination, and efficiency, have a significant effect on improving the management level of enterprises. Today, with enterprise organization and management increasingly complicated and systematic, Taylor's scientific management theory still guides the development of modern enterprises with its extensive applicable value and practical significance.

**The aim of the article** is to explore social management tools in the system of human resources and innovative development.

**Presentation of the main research material.**

Zhou Sanduo, Chen Chuanming and Lu Minghong define that in today's rapidly changing business environment, the development and innovation of enterprise management has become the core driving force to promote the sustainable development and growth of enterprises [9]. XIAOMI, with its unique management model and rapid development trend, has become a model in the industry. Not only have its high-cost-effective products won wide recognition in the market, but also with its enterprise management theory and practice, showing extraordinary competitiveness and vitality.

In terms of organizational structure, flat management, efficient coordination. XIAOMI company firmly adopts the flat management mode, greatly reducing the management level, to improve the speed and accuracy of information transmission. XIAOMI organizational structure is basically three levels: the core founder – department leader – and staff, except that the founder has a position, none have a position, they are engineers. This management reduces the waste of time reporting to each other and improves work efficiency. At the same time, XIAOMI also attaches great importance to creating an open, inclusive, and transparent communication environment. In this flat management organization, employees are no longer passive executors, but active participants and promoters of the development of the company. They can directly put forward their own opinions and suggestions to senior managers, whether it is about product innovation or suggestions for improving the management of the company, which can be fully valued and considered. This top-down and bottom-up two-way communication mechanism not only enhances the sense of belonging and responsibility of employees, but also virtually improves the cohesion and combat effectiveness of the team, and greatly improves the internal work efficiency and management efficiency of the company [10, p. 95].

In the fine management, improve production efficiency, and control costs. XIAOMI management deeply understands that continuous innovation and fine management are the key to maintaining the competitiveness of enterprises. First, XIAOMI has demonstrated its excellent supply chain management capabilities and cost control capabilities through its extremely cost-effective operation strategy. This strategy requires enterprises to continuously optimize the production process and reduce unnecessary expenses on the premise of ensuring product quality and performance, to achieve the ultimate cost compression. Secondly, XIAOMI's online and offline integration strategy in sales channels reflects the forward-looking and flexible management of its management. Management recognizes that with the development of Internet technology, online channels have become a sales force that cannot be ignored [9].

But at the same time, offline experience and services are equally important to improve user satisfaction and loyalty. Therefore, XIAOMI skilfully combines the advantages of online and offline, which not only reduces the sales cost but also improves the user experience and realizes the double improvement of sales efficiency and brand influence.

In terms of talent management, 80% of the time to find talent, pay attention to training. The XIAOMI team is the core cause of XIAOMI's success. Work with a bunch of smart people and do whatever it takes to get them out. People who come to XIAOMI to work in XIAOMI are smart, first-class technology, effective, and enthusiastic to do one thing. The products made by such employees are destined to be first-class. XIAOMI Founder Lei Jun said that to build a super team, spent at least 80% of the time in the first half year to find talent, found 7 excellent partners, who came from Kingsoft, Google, MOTOROLA, Microsoft, all the technical background, the average age of 42 years old, extremely rich experience, full of entrepreneurial enthusiasm. In terms of training and learning, XIAOMI knows that only by continuous learning can we keep pace with the times and remain competitive. Therefore, XIAOMI provides rich training resources and learning opportunities to help employees improve their professional skills and broaden their knowledge horizons. Whether it's internal training, external courses, or online learning platforms, XIAOMI provides a full range of learning support to help them maximize their personal value [11].

To encourage employees to give full play to their subjective initiative and improve work efficiency, XIAOMI has established a scientific and reasonable performance appraisal system. This system not only focuses on the work results of employees but also focuses on the performance and efforts of employees in the process of work. Through a fair and transparent evaluation mechanism, XIAOMI can accurately identify and reward those employees who have made outstanding contributions to the company, thus stimulating the motivation and creativity of the whole team. Meanwhile, XIAOMI also attaches great importance to the construction of internal competition and incentive mechanisms (Di Zhou, Zhehan Feng, Jinhua Jiang; 2021). The company encourages employees to try to innovate and provides a stage for employees to show their talents through internal business plans and innovation projects. For those employees who propose excellent ideas and put them into practice, XIAOMI not only provides financial and resource support, but also gives corresponding rewards and honours to stimulate the innovative atmosphere and vitality of the whole company. In addition, XIAOMI has an idea to share benefits with employees as much as possible. When the XIAOMI company was just established, it carried out the plan of full shareholding and

full investment. This transparent benefit-sharing mechanism stimulates the enthusiasm and sense of belonging of employees and contributes to the stable development of the company [11].

XIAOMI company always adheres to the principle of “user first” and takes user needs as the core driving force of products and services. This concept is not only reflected in the product design and function, but also through the entire operation process of the company. XIAOMI collects user feedback through multiple channels and constantly optimizes its products and services to ensure that they can truly meet users' expectations and needs. Moreover, XIAOMI advocates for engineers to make friends with MI fans, participate in offline activities of fan parties, feel the enthusiasm of MI fans closely, and help MI fans solve any problems encountered in the process of using XIAOMI products. XIAOMI has a rule on the microblogging: 15 minutes of quick response. And specially developed a customer service platform, whether user suggestions or ridicule, XIAOMI staff will quickly reply and answer. Both the leadership and engineers, XIAOMI will respond to forum posts on time as an important indicator of work assessment.

**Conclusion.** At the beginning of the 20th century, scientific management theory met the needs of the development of social productivity and solved the problem of idle factory workers. Later, through continuous theoretical practice and exploration, scientific manage-

ment theory implemented a series of incentive and management systems, which greatly improved the efficiency of factory labour production, promoted the progress of social productivity, and opened a precedent for scientific management. Nowadays, many enterprises and organizations still lack internal management, low production efficiency, and waste of resources are serious problems, although due to the limitations of social development and time conditions. Scientific management theory inevitably has certain limitations, but scientific management of modern enterprises in the management practice of reference still has indelible significance. XIAOMI company is the product of the progress and development of the era of enterprise management. XIAOMI attaches great importance to creating an open, inclusive, and transparent communication environment. In this flat management organization, employees are no longer passive executors, but active participants and promoters of the development of the company. They can directly put forward their own opinions and suggestions to senior managers, whether it is about product innovation or suggestions for improving the management of the company, which can be fully valued and considered. This top-down and bottom-up two-way communication mechanism not only enhances the sense of belonging and responsibility of employees, but also virtually improves the cohesion and combat effectiveness of the team, and greatly improves the internal work efficiency and management efficiency of the company.

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