

An Overview of Flexible Human Resource Management and the Role of Innovative Work Behavior

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Abstract: The relationship between flexible HRM, innovative work behaviours, and company innovation is the topic of this research. A theoretical framework was established based on a thorough study of current literature to show the relationship between these factors, namely Flexible HRM, Innovative Work Behaviour, and Company Innovativeness. Flexible HRM (HR practises flexibility, employee skill flexibility, and employee behavioural flexibility) and company innovativeness (Product innovation, Process innovation, and administrative innovation) are all interconnected.

Keywords: Flexible HRM, Employee skill flexibility, and Employee Behavioural Flexibility are all examples of HR practises that are flexible. Product development. Process Improvement. Administrative Creativity

1. Introduction

,The information economy and the digital age have shaped and will continue to shape the business world. Li and Chen (2015). Organizations face severe competition in today's dynamic, uncertain, developing, and complicated environment (Sanz-Valle & Jiménez-Jiménez, 2005). To gain a competitive advantage and even survival, businesses rely heavily on their capacity to adapt and respond to the environment, flexibility, and the

ability to bring new ideas and products to market (Jiang, Wang & Zhao, 2012; Beugelsdijk, 2008; Mumford, 2000; Chen & Huang, 2009). Employees who work for a company that uses innovative and creative methods should also be inventive and creative. Entrepreneurial and creative thinking should be demonstrated. As a result, it's vital to thoroughly understand what drives individuals to work creatively, as well as how businesses may encourage such conduct (Eenink, 2012). To effectively support innovations, human resource management is thought to be deeply ingrained in company strategy (Kozlowski, 1987).

1.1. Need for the study

Flexible human resource management is another rising topic in human resource management that is garnering interest because it allows firms to stretch and adapt to changing, uncertain, and varied requirements in both the internal and external environment (Wright & Boswell 2002; Kumara & Pradhan, 2014). flexible Because it moulds personnel characteristics (skills, talents, qualities, and behaviours) in response to changing external situations, human resource management is a fundamental component of company flexibility (Ngo & Loi, 2008). Employees are encouraged to use and incorporate innovative environmental knowledge into flexible human resource management. Employees are also given structure and employment feasibility, modalities, and incentive and training programmes (Chen & Li, 2015). Flexible human resource management (fHrm) has an impact on innovative work behaviour since it focuses on boosting employee skill, motivation, abilities, and opportunities (Puikene, 2016). fHrm simply encourages its employees to use their full knowledge, skills, and talents to demonstrate their creativity and deliver their output in the form of innovative ideas. Chen & Huang, 2009; Prieto & Perez-Santana, 2013). By definition, innovative work behaviour is a multistage process involving the generation, adoption, and implementation of novel ideas (Scott & Bruce, 1994; Kanter, 1998; Xerri & Brunetto, 2013). In general, creative work habits are essential. Because the success of innovative companies is based on their people, whose activities are the most important source of innovation leadership, for firms wanting to innovate. the year 2014 (Abstein & Spieth). iWBs are regarded to be an important part of change management since they encourage companies to innovate and, as a result, improve their competitiveness (Puikene, 2016). Despite the fact that the majority of business executives today recognise creativity and innovation as vital to their long-term success, many of them continue to employ outdated approaches to innovation, which rarely provide benefits that outweigh the costs and hence fail or become obsolete (molino et al, 2013). The role of human resource management in innovation has remained a mystery. They claim (Hr) that 2014 innovAsian report) Only 20% of HR professionals are involved in the innovation process in the corporate world. This graph demonstrates how businesses

continue to underestimate the importance of human resources in the innovation process. Furthermore, the innovative work practises of an organization's employees are critical to its creative success (Farr & Ford, 1990; De Jong & Den Hartog, 2010). Despite its importance, businesses are limited in their alternatives since they don't know how to persuade their employees to engage in innovative work behaviours (Jannssen, 2014). Despite the fact that the role of human resource management in innovation has piqued academic interest (Karlsson, 2013; Zhou et al.), al, Others have empirically proven it (Jimenez & Valle, 2008, Li, Zhao, & Liu, 2006), however such research has not shown what types of HR practises make a business innovative. Furthermore, the limited research on flexible Human resources (e.g. Kumara & Pradhan, 2014; Ngo & Loi, 2008; Chang et al, 2012) lack the behavioural perspective of employees, which might be a major route or ladder for guiding flexible Human resources to company innovation. The major purpose of the study is to investigate the link between flexible human resource management, innovative work practises, and company innovation. The purpose of this work is to offer logics regarding how adaptable humans are. resource management shapes innovative work behaviours in addition to actual analysis of their relationship. work behaviors in turns enhance firm innovative capabilities.

2. Importance of the study.

Flexible HRM is an important component of strategic HRM; it is a firm's internal competency and is seen as a requirement for maintaining a competitive edge (Kozica & Kaiser, 2012). The degree to which businesses can swiftly and effectively adapt to changes in the environment is investigated by flexible human resource (Chen & Li, 2015). The term "flexible Hrm" was coined in 1995. Sanchez (1995) defines this idea as an organization's ability to stretch in order to redefine product strategy, reconfigure resource chains, and redeploy resources accordingly. Sanchez's work (Snell, Youndt, & Sanchez) Flexible HRM, according to Wright (1996), focuses on increasing the flexibility of employee skills, behaviours, and functioning in response to changing environmental demands. This strategy comprises of a set of HRM methods that influence employee psychology, guide employee behaviour, and align personal and organisational goals. (Sanchez, 2011) (Sanchez, 2011) (Sanchez, 2011)

According to Chen and Li, there are some notable distinctions between traditional and flexible Hrm (2015). According to them, traditional human resource management focuses on the organization's overall efficacy and efficiency, whereas fHrm concentrates on the firm's innovativeness, competitiveness, and dynamic adaptability ability. Companies use flexible HRM to compete in a changing economy for a variety of reasons (Kozica & Kaiser, 2012). Wright and Snell (1998) define flexible HRM as having three sub-dimensions: employee behaviour flexibility, employee skill flexibility, and HR practise

flexibility. Employee skill flexibility refers to a company's capacity to utilise employees' skills in a range of situations and reassign them rapidly. Wright and Snell (Wright & Snell, 2004). It's all about creating an environment that supports the development of numerous skills and boosts their flexibility in adopting versatile skills so they may take on any project and perform in any circumstance. Project-based assignments, cross-functional teams, and employment rotations can all help (Bhattacharya et al, 2015). To put it another way, if a company has workers with a diverse set of skills who can perform a number of activities in a variety of circumstances, it has a diverse workforce. Employee skill flexibility is high (Ngo & Loi, 2008). According to rBV (Bhattacharya et al, 2005), employee skill flexibility is a source of competitive advantage because different abilities are prized and difficult to find. imitate. According to Kumari and Pradhan, there are two strategies to attain employee skill flexibility (2014). First, by having employees with a varied set of skills that they can use in a variety of situations. Second, by enlisting the services of professionals with a diverse set of talents, the organisation will be able to rearrange skill profiles to suit the demands of a changing environment. As a result, if the need arises, that flexibility enables organisations to recognise and fully utilise their employees. to adapt their skill sets to changing demand (Neuman & Wright, 1999). Simply said, skill flexibility refers to people's ability to adapt and apply a variety of skills in the many situations that their employers provide (Boxall, 1999). Employee behavioural flexibility refers to the extent to which an employee may vary his or her behaviour. Organizations can adjust, enhance, and support employees' individual behaviours and psychology in dealing with various situations (Sanchez, 2011). In other words, it's the extent to which a company's employees have adaptable behavioural scripts that can be easily moulded to match the situation's needs (Ngo & Loi, 2008). It exhibits adaptable behaviours rather than ordinary routine behaviours. behavioural patterns Internal incentives or purposely hiring staff with a diverse set of habits and adaptability can aid in this (Bhattacharya et al, 2015). Instead of only following conventional operating procedures, employees can use behavioural scripts to cope with a variety of situations, and their firms will be better able to deal with changing environmental demands and strengthen their competitive positions (Wright). Snell, Snell, Snell, Snell, Snell, Snell, Snell, Snell, Snell, Snell There are two ways to summarise the relevance of behavioural flexibility. First, employees' ability to deal effectively with a variety of scenarios assists firms to reduce change resistance and the expenses associated with it. (Lepine and coworkers, 2000) Second, it allows the organisation to cope with a wide range of situations without having to hire additional personnel second. to hire new employees with new skills in order to deal with the changing environment (Battarchya et al., 2005). HR practise flexibility, according to Bhattacharya et al. (2005), is the ability of an organization's HR practises to be quickly and efficiently updated and employed across a

variety of settings, businesses, or departments. Kumari and Pradhan (2014) defined it as a company's ability to quickly and successfully shift its strategy. Human resource processes and structures. HR practise flexibility, in basic terms, refers to the ability of the HR department to introduce and alter new HR practises in a viable, timely, effective, and productive manner (Sanchez, 2011). Flexibility in HR practise has two advantages. It allows the firm to adapt its HR processes to the changing environment in two ways: first, it allows the company to adapt its HR operations to the changing environment; and, It has the potential to support the aforementioned flexible employee behaviours (Battarchya et al., 2005). Work habits that are innovative are regarded to be important in dealing with gradual and revolutionary changes, as well as developing a company's competitive advantage (Janssen, 2000). Exploring, generating, championing, and implementing novel and effective ideas, products, processes, or procedures as an individual (De Jong & Den Hartog, 2010; De Jong & Den Hartog, 2010; De Jong & Den Hartog, 2010; De Jong & Den Hartog, 2010; De Jong & Den Hartog, 2010; De Jong & Den Hartog, 2010; De Jong & Den Hartog, 2010; De Jong; Krause, 2004; Scott & Bruce, 1994; De Jong, 2007; Ng, Feldman, and Lam (2010); Krause (2004); Scott and Bruce (1994). iWB is essentially thinking outside the box when it comes to techniques. finding improvements, new technology, new ways to execute jobs, experimenting with new work methods, and locating and collecting the resources needed to convert a concept into reality (Prieto & Santana, 2013). iWB, according to Janssen (2000), is a three-stage process that comprises idea generation, promotion, and implementation. The invention of new and useful ideas in any domain or sector started the idea generation stage of iWB (Janssen, 2000). According to Mumford, employees are the only source of new ideas at work (2000). Idea producers are employees who can approach others with new ideas. difficulties or performance effective idea producers. performance or problems gap from unique dimension (Kanter, 1988).

The second level of iWB is idea promotion, in which employees who have come up with unique ideas seek support for their ideas by talking to co-workers, bosses, or even friends (Scott & Bruce, 1994; Kanter, 1988). After generation, the idea has been sold. At this point, the proposal has been promoted within the company in order to gain additional support (Pukiene, 2016). Following the generation of ideas, inventive personnel seek support from friends, subordinates, and sponsors (Janssen, 2000). Idea realisation is the third stage of iWB, and it entails developing unique ideas into valuable outputs (Pukien, 2016). Essentially, the concept is still in its early stages. is put into action and carried out (de Jong, 2008). The concept is then developed into a prototype, reality, or model that can be handled, tested, and used (Kanter, 1988). Firm innovation is essential for competing in a changing environment, and even for the survival of a business (Gopalakrishnan, 1999).

Firm innovativeness is defined as "the adoption of a new to the adopting organisation idea or behaviour, whether a system, policy, programme, gadget, process, product, or service" according to the literature (Damanpour et al., 1989). Utterback & Abernathy (1975).

2.1 Three aspects of business innovation

1) Product innovation is the creation and marketing of new products to meet customers' requirements and aspirations (Gopalakrishnan, 2001).

2) In the workplace, process innovation refers to the creation of new processes or the modification of existing processes, methods, or approaches (Leonard & Waldman, 2007).

3) Administrative innovation comprises implementing effective routines and procedures in the company's administrative units, delivery, services, and support (Brunsson et al., 2000).

We'll now look at how flexible HRM can aid in the development of innovative work practises. In general, organisations that use fHrm to improve employees' knowledge, talents, and attitudes in response to a variety of conditions may develop more imaginative workers (Shipton et al, 2006) Employees were motivated by having a diverse mix of talents, knowledge, and abilities that could be extended to perform in any setting. Employees gained self-assurance, which influenced their propensity to innovate. (2009) (Eenink). As a result of the diversity of talents, employees felt a feeling of accomplishment, identity, and self-development, which changed their psychology and gave them more confidence (Sánchez et al, 2011). to conduct new actions (Chen & Li, 2015) Prieto and Perez-Santana (2013) used a sample of 198 Spanish enterprises to perform their investigation. The study's findings revealed that skill-building and motivation-boosting HR policies have a beneficial impact on innovative work behaviours. Employees with behavioural flexibility are more likely to engage in non-routine behaviours such as risk taking, change, and creativity, according to (Bhattacharya et al., 2005). He went on to say that personnel with more flexible characteristics may change themselves to any situation. Complex changing situations can be handled more effectively, and change implementation can be aided. Multidimensional behaviours were mentioned by Patterson et al. (2010) as one of the key characteristics of inventive persons. Their variety in behaviours allows individuals to act in ways that are not typical of their employment, allowing them to act creatively. HR procedures that are more

Flexible working environments can also lead to more inventive work habits. Flexible HR techniques give employees a flexible work schedule and encourage them to perform well in response to changing conditions (Prieto & Santana, 2013). HR flexibility allows companies to establish an environment where their employees can respond to changing conditions. more easily adapt to changing circumstances (Kumara & Pradhan, 2014). Flexible HR techniques enable employees to act and mould in any soft or hard situation

(Kohli, 2011), instilling diverse and versatile behaviours (Kumara & Pradhan, 2014), and providing them the confidence to act creatively. additionally According to Shipton et al. (2006), employees act more innovatively when their HR procedures give them freedom and allow them to make improvements.

3. Conclusions of the study

, Our study added to previous work on flexible HRM (Wright & Snell, 1998; Bhattacharya & Gibson, 2005; Chang & Gong, 2013) by linking it to employee innovative work behaviours. As a consequence, it shows that enhancing HRM flexibility so that employees' abilities, behaviours, and functions are diverse and adaptable so that they can adjust and deal with changing requirements will increase their employees' innovative work behaviours. Their employees will be more positioned to generate, promote, and implement innovative ideas. Furthermore, as our data show, innovative work behaviours have a favourable and considerable impact on the innovativeness of an organisation..Workplace innovation is necessary for creativity. As a result of this discovery, it can be stated that when employees demonstrate innovative behaviours at work, the company will be better able to operate in both the external and internal settings. They will be able to bring new products to market faster, adjust their production processes, and change their administrative responsibilities for the better. Overall, our findings support Mumford's (2000) assertion that "ultimately, innovation depends on the emergence of fresh and important ideas supplied by employees, and HRM can promote employee creativity." Process innovativeness, a subdimension of business innovativeness, has the lowest mean, according to our findings.It shows that the management of a high-tech company believes that their personnel have a high level of knowledge. As a result of their innovative behaviours, they generate, promote, and realise new ideas, but their companies place a lower focus on process innovation. The findings of this empirical inquiry have business implications. The importance of flexible human resource management must be recognised by organisational leaders. These actions will result in a high level of innovation in businesses. As a result, they'll be better able to create new products, processes, and administrative procedures. As previously said, little is known regarding the impact of HR practises on innovation; nonetheless, our research found that flexible HRM encourages business innovation through the mediation path of creative work.

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