ABSTRACT

Today’s workplace demands more energy, talent and multi skills with specialized aptitudes in order to succeed and survives in the face of global competition. Globalization, deregulation of markets, changing customer requirements are some of the major challenges of organizations. These challenges have created more complex and unpredictable business environment than before. Employees are facing greater challenges in coping with work transitions and unpredictable market situations. Organizations which develop flexible processes, capacities and decision making are able to adjust and survive the turbulent marketplace. Hence, flexibility in the workplace is a necessity for employees, employers and for the organizations for their survival. Keeping this in view, the present study has examined the influence of human resource flexibility on organizational effectiveness. It has also examined the mediating role of organizational citizenship behaviour and employee intent to stay between human resource flexibility and organizational effectiveness. Data were collected from 391 executives working in various public manufacturing industries across India. Software tools like SPSS 16.0 and AMOS 21.0 were used to analyze the data. The results of the study have revealed the positive and significant relationship between the variables. The findings of the study show a significant relationship between human resource flexibility and organizational effectiveness. The findings also reported a significant and positive mediating effect of organizational citizenship behaviour and employee intent to stay between human resource flexibility and organizational effectiveness. Both the mediating variables reported significantly partial mediation between human resource flexibility and organizational effectiveness. The overall results indicate that the human resource flexibility system of an organization emphasizes new idea generation, flexibility, adaptability, and risk taking behaviour to achieve organizational effectiveness. The study further suggests that implementing flexibility system practices could enhance employee performance as well as organizational effectiveness. The outcomes of the study offer valuable insights and inputs for future research while providing a gateway to understanding turnover intentions of the employees through human resource flexibility.

Keywords: Human resource flexibility, Organizational effectiveness, Organizational citizenship behaviour, Employee intent to stay.