

DYNAMIC CHANGE IN HUMAN RESOURCE MANAGEMENT AND INNOVATION: THE ENTRAINING ROLE OF NEW WORK ETHICS

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Abstract

This paper examines the relationship between flexible HR M, new operating systems and firmness innovation. We have created a theoretical framework that connects buildings together. New work ethic, HRM flexibility and its 3 sub-dimensions (HR practice flexibility, Employee flexibility and flexibility in the workforce) and strong innovation and its 3 sub-components (Product renaming, new process and management renaming) are linked. Using a sample of 153 collected from senior and middle management of high-tech companies, data analyzed its findings proved that flexible HR M has a positive impact on creative work behavior. In addition, innovative work ethic has a positive impact on strong innovation.

Keywords: Flexible human resource management; firm innovativeness; high technology companies innovative work behaviors

Introduction

The age of digital and the information economy has revolutionized the corporate world. (Chen & Li, 2015) .E organizations are now facing tough dynamic, uncertain, ever-changing and complex competitions environment (Sanz-Valle & Jiménez-Jiménez, 2005). to gain competitive advantage again survival, firms rely heavily on their adaptability and

environmental response, flexibility and The ability to introduce new ideas and products (Jiang, Wang & Zhao, 2012; Beugelsdijk, 2008; Mumford, 2000; Chen & Huang, 2009).

A company that follows creative and innovative strategies should have employees in charge of a particular type business ethics and innovation. It is therefore important to have a clear understanding of what makes individuals in the workplace to behave in a new way and how firms can shape that type of behavior (Eenink, 2012).

Human resource management is believed to be more focused on business strategies for success support new things (Kozlowski, 1987). Another emerging sector that is beginning to generate research interest in People Resource management is a dynamic management of employees, as it enables firms to stretch and adapt flexible, uncertain and diverse needs in the interior and exterior (Wright & Boswell 2002; Kumara & Pradhan, 2014). and conditions Personnel management is considered the most important element of the firm flexibility as it builds staff qualifications (skills, abilities, qualifications and ethics) according to change environmental conditions (By & Loi, 2008). Basically in the evolution of human resource management they are encouraged to use and accept new and practical information from the area and are given flexibility structural adjustment, recruitment mechanisms and benefit and training programs (Chen & Li, 2015).

Flexible Human Resource management (FHM) also influences new work ethic as intended in terms of staff skills, motivation, skills and opportunity development (Puikene, 2016). FHR m basically empowers their staff to show the class their talent and present their result in the form of new ideas in practice using their full knowledge, skills and abilities. (Chen & Huang, 2009; Prieto & Perez-Santana, 2013). According to the definition, a new work ethic is a stage process and is about production, acquisition and the introduction of novel ideas (Scott & Bruce, 1994; Kanter, 1998; Xerri & Brunetto, 2013).

In fact, new work ethic is very important for companies that want to innovate because of the success of new companies lie to their employees whose morals are the most important source of income new. (Abstein & Spieth, 2014). IWB is believed to be a major factor in the change in management that actually exists leads organizations into new actions and ultimately expands their competitive positions (Puikene, 2016).

While most corporate executives now consider innovation and innovation as the key to long-term success of their business, but many of them still follow traditional methods of creating new products that benefit them exceeds their costs, often failing or having been provided (molino et al, 2013).

The role of the new HR m has always been a matter of ignorance. According to (HR innovAsian report, 2014) there are only 20% of HR professionals are involved in the innovation process in the corporate world that organizations still do not recognize the role that Human Resources play in the innovative process moreover, the key to the innovation of organizations is the new morality of their activities workers (farr & ford, 1990; De Jong & Den Hartog, 2010) but despite its importance firms have limitations in their operations opportunities, because they have very little knowledge of how to trap their employees in such a way demonstrate new work ethic (Jannssen, 2014)

Although the role of human resource management in new practices has produced many results in education (Karlsson, 2013; Zhou et al, 2013, Jiang, Wang & Zhao, 2012) and others have examined it intensively (Jimenez & Valle, 2008, Li, Zhao & Liu, 2006) yet those studies have not yet specified what type of HR processes that make up an organization new in addition those few studies that have demonstrated the dynamic human resources (e.g. Kumara & Pradhan, 2014: (& Loi, 2008: Chang et al, 2012) have no idea of the behavior of employees who may be the most influential. a way or a ladder to lead flexible human resources into a solid foundation. The primary purpose of the study is to examine the relationship between flexible human resource management, new work ethic and solid new creativity together. in addition to the analysis of their relationship, The paper will also attempt to provide ideas on how flexible human resource management hinders creative work ethics and the way in which new work habits exchange develop a strong creative ability answer the following research questions

1. Does FHRM develop a new work ethic for organization employees?
2. Does ok behavior contribute to developing strong creative skills?
3. Does FHRM promote solid development?
4. Create new working habits between the relationship between FHRM and solid foundations.

The global business environment including Pakistan is facing a huge market competition. in order to survive or compete in this age of globalization, organizations in Pakistan are extremely high Companies looking to innovate should have the ability to adapt to changing or major changes in conditions (By & Loi, 2008). Research will help them understand how important it is for them to attract, to develop and retain effective and flexible employees with a sense of innovation in their work ethic (Chan & Lui, 2004). Research will help them understand how flexibility in the management of human resources can help to respond effectively to market changes and innovation.

The study will also add significant contributions to the literature on flexible human resource management through coordination by Behavior Perspective. This paper will provide a conceptual model that will show the way that Flexible direct and indirect personnel management leads to robust new construction.

Educational Ideas and Human Development

Flexible HR Mis is an integral part of HR m strategies, internal power firms and is considered the need for continuous competitive profit (Kozica & Kaiser, 2012). Flexible human resources investigates the extent to which firms can adapt quickly and efficiently in terms of environmental changes (Chen & Li, 2015). The flexible HR m concept was invented in 1995. Sanchez (1995) defines this concept as stretching. Organizational ability to redefine a product strategy, reorganization of a series of resources and re-deployment of those resources in a proper manner. Based on Sanchez's work (Snell, Youndt & Wright, 1996) that flexible HR m is focused on improving employee flexibility, ethics and co-operation necessary local changes. The method includes a series of HRM strategies that affect the functioning of the brain of employees, directing the conduct of employees and coordinating their personal and organizational goals (Sanchez, 2011)

Chen & Li (2015) identified significant differences between Traditional HRM and flexible HRM. According to them where the management of traditional workers is focused on the effectiveness and efficiency of all organization, FHRM focuses on developing innovation, competitiveness and flexibility organization. The main reason why firms use HRM is flexible is their desire to compete in a changing environment (Kozica & Kaiser, 2012).

Wright and Snell (1998) pointed out that the flexible HRM has three distinct sub-categories which are employee's behavioral flexibility, employee skill flexibility and HR flexibility.

Staff flexibility refers to the level at which an organization can utilize the skills of employees in different areas conditions and can be redistributed quickly (Wright & Snell, 1998). It's about creating an inspiring environment learn a variety of skills and develop their flexibility so that they can use a variety of skills to be able to do any task again act in all situations. It can be achieved by a variety of co-operative, job-changing and project-based team's assignments (Bhattacharya et al, 2015). In other words when an organization has a diverse staff skills, which can perform different functions in different contexts and that organization has a high level of employee competence flexibility (By & Loi, 2008). Based on RBV, (Bhattacharya et al, 2005) described the flexibility of an employee's ability as a source which is competitively competitive because the various skills of the staff are important and difficult to imitate.

Kumari & Pradhan (2014) discussed two different ways of having employee flexibility. It starts with employees with a wide range of skills, can use them in a variety of situations. Second by hiring an expert have a wide variety that can provide organizational flexibility in order to reshape the ability profiles that meet the needs of climate change. So whenever the need arises, that flexibility allows firms to see their employees make full use of their skills profiles to meet the changes need (Neuman & Wright, 1999). In simple words flexibility means basically how effective and fast it is workers practice and apply different skills in different contexts provided by firms (Boxall, 1999). Staff ethical change refers to the level at which an organization is capable of organizing, enriching, independent and independent. To support the diverse work ethic of employees and their ability to deal with different situations (Sanchez, 2011). In other words the level of company employees who have a variety of ethical records that can be simplified mold according to specific conditions (By & Loi, 2008). It basically represents adaptable behavior instead of everyday behavior can be achieved through internal motivation or deliberate hiring of staff with flexible behavior and flexibility (Bhattacharya et al, 2015).

So when employees create ethics documents under different circumstances to address needs rather than just by following standard operating procedures, then their organizations will be better able to deal with changing needs of places and can improve their competitive positions (Wright & Snell 1998).

Behavioral flexibility basically gives value in two ways. Firstly the ability of employees to deal with it. The various conditions effectively enable firms to reduce change and the associated costs resistance. (Lepine et al., 2000). Secondly it allows the company to deal with the authenticity of the situation properly outside hiring new staff with new skills to deal with climate change (Battarchya et al, .2005).

HR practice flexibility described by Bhattacharya et al. (2005) as He does organizations can be

quickly and effectively transformed and used in different contexts, businesses or doors. Similarly Kumari & Pradhan (2014) have defined it as a level of ability a company can quickly. And successfully modified its HR processes and structures. in simple words HR to get used to the flexibility of the door HR by efficiently, quickly, on time, efficiently and effectively and in developing new HR practices (Sanchez, 2011).

HR variability provides value in two ways. Firstly it enables the company to adapt to its HR processes according to in the required flexible environment, the Second can attract the flexible staff behavior discussed previously (Battarchya et al, .2005). Innovative work ethic is believed to be an important factor in coping with growth as well transformational change and gaining the competitive advantage of the organization (Janssen, 2000) .Different researchers define the iWB and all define it in the sense of the behavior of experimental, productive people, strive for and apply the novel and effective ideas, products, processes or processes (De Jong & DenHartog, 2010; De Jong, 2007; Kleysen & Street, 2001; Ng, Feldman & Lam, 2010; Krause, 2004; Scott & Bruce, 1994). The WB is basically thinking outside the box in other ways, looking for improvements, looking for new technologies, news channels to fulfill assignments, try new ways of working and discover and secure useful resources for them to make the vision more realistic (Prieto & Santana, 2013).

Jansen (2000) focused on iWB on the vision production of three ee multi-phase processes, the development of ideas and the realization of vision. IWB started with a creative production stage which is the creation of a new and useful concept that comes under any domain or place (Janssen, 2000) .mumford (2000) has declared the workmanship to be the only source of novel vision in the workplace. It works well idea generators are those employees who can approach work or problem problems from different sizes (Kanter, 1988). It basically refers to bringing new and unique ideas, processes, and processes for the purpose of to solve any particular problem or it may be for problem or might be for the purpose of bringing improvements (Pukiene, 2016)

The next stage of the WB is a brainstorming session in which the creative ideas of the novelists seek their support. a view of the novel by discussing it with colleagues, supervisors or even friends (Scott & Bruce, 1994; Kanter, 1988). He has a vision after that. a generation has been sold. at this stage the promotion of the idea within the firm is done in order to gain additional support (Pukiene, 2016) .Events who innovate after generating ideas want to get support from friends, subordinates and sponsors around this idea (Janssen, 2000).

The realization of the vision is the final phase of the WB that transforms the ideas of the novel into effective results (Pukienė, 2016). Basically at this stage the idea is applied and incorporated into the action (de Jong, 2008). □the idea then becomes a prototype, a fact or an untouchable model, is developed and implemented (Kanter, 1988).

FirmInnovativeness is basically an important element of competition in an ever-changing environment survival of the firms (Gopalakrishnan, 1999). Strong innovation is described in literature as “the acceptance of opinion or behavior, whether a program, policy, program, device, process, product or service, new to adoption organization” (Damanpour et al., 1989).

Utterback & Abernathy (1975) talked about tHR ee ways of strong renaming.

1. New product innovation - the development and sale of new products to meet the needs or requirements of customers (Golparakarishnan, 2001).
2. New process - the development of new processes or modifications to existing processes, methods or strategies in the company (Leonard & Waldman, 2007).
3. New management systems - setting out effective methods and procedures for management units, delivery, services and support (Brunsson et al, .2000).

We will now explain how a flexible HR m can adapt to a new work ethic. Basically Organizations there FHRM shape The knowledge, skills and attitudes of employees according to the various required conditions they are familiar with creating key employees (Shipton et al, 2006) actually making this a stressful factor for employees because having a variety of skills, knowledge and flexible skills to perform in any situation provided employees a sense of self-worth in them thus influences their behavior in order to innovate. (Eenink, 2012).

Diversity of skills has given employees a sense of achievement, self-awareness and self-improvement (Sánchez et al, 2011) which also indirectly affects employees' minds and makes them more confident in taking new things actions (Chen & Li, 2015) Prieto and Perez-Santana (2013) conducted a study by sampling 198 Spanish companies. Research results have shown that skills development and promoting HR processes are effective contributes to new work ethic.

According to (Bhattacharya et al., 2005) workers with flexible behavior are very busy with abnormalities. Behaviors such as risk-taking, transformation and creativity. He said there were many workers

Flexible attributes can adjust to all novels and changing complexities accordingly and can successfully support the implementation of change. Patterson et al. (2010) while addressing the key features of people who invent new things talk about multi-sided behavior like one of you. □ a behavioral change in practice to behave outside the normal routine thus allowing them to behave in a new way. Flexibility in HR procedures can also evoke work ethic. Flexible H processes provide employees a flexible work plan that motivates them to do enough according to the need (Prieto & Santana, 2013). Organizations that handle HR flexibility basically create an environment where appropriate employees are able to adapt to the response in dynamic changing environments (Kumara & Pradhan, 2014). HR flexible procedures prepare their staff to perform and train in all soft and solid conditions (Kohli, 2011) seducing the diverse and flexible behavior of Kkumara and Pradhan, 2014) which gives them a sense of confidence to perform by inventing new things. In addition Shipton et al. (2006) say that employees behave strangely when their H actions gave them independence and the ability to make changes. by following the arguments above we propose a hypothesis

H1: Flexible personnel management is closely related to new work ethic

We will now explain how new job ethics can shape resilience. firminnovativeness depends especially for organizational staff who are the main source of skills, knowledge and skills and they are founders of work ethic (Youndt et al., 1996; Prieto & Perez-Santana, 2013; Chen & Huang, 2007) Basically they generate and apply the ideas of their companies (Kohli, 2013) which ultimately lead to planning innovations that allow them to gain competitive advantage.

in order to innovate in time and efficiently in competitive areas the organizations rely heavily on it generations of new ideas actually developed by factory people (Chen & Huang, 2009). Similarly ideas after support or promotion when implemented actually improve the chances of those ideas being the result in a unique and efficient business that can be put on the market to get the first profit us hypothesize

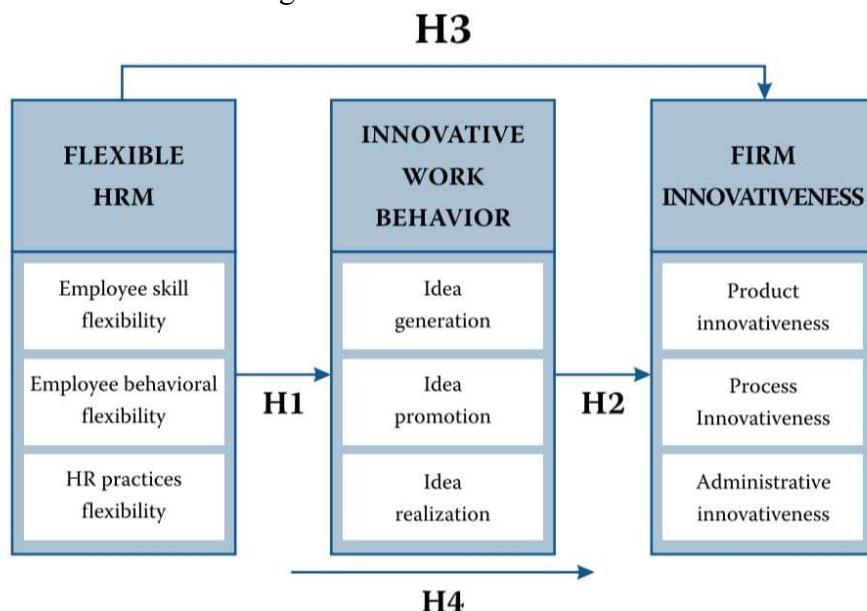
H2: Innovative work ethic is closely related to strong new inventions.

Similarly we believe that FHRM to has a direct impact on solid development. HR enables flexible organizations discovering and developing various skills and behaviors (Chang et al, 2012). It has a variety of abilities and has a wide range ethics enables organizations to solve problems, come up with new solutions and solutions finally leading to a new invention (Simon, 1985). Firms have a variety of additional skills and behaviors they also properly integrate information from the external environment with its various components (Gong, 2003; Huber, 1991) as they may have previously related information for the whole class (Ellis, 1965; Chang et al, 2012). mei (2010) conducted a study showing that flexible HRM create HR allocation Imitation thus allowing them to gain a stable competitive advantage. FHRM enables fast and timely responses by using their staff to solve any problem or adapt to any situation thus allowing for long-term competition (Nie, 2009) thus allowing for the capacity to expand the range of skills needed to innovate (Sánchez et al, 2011) So we think that

H3: Flexible human resource management is closely related to the development of solid new materials. Based on all the above literature we think that established work ethic plays a central role between flexible HRMM and firm innovativeness. This means that in this paper it is thought to be a new work Behavior is influenced by the volatility of Human Resource Management while new work ethic is present contributing to the establishment of the company. We suggest the hypothesis that

H4: Innovative work ethic mediates the relationship between flexible and consistent employee management strong intelligence.

Figure 1: Theoretical framework



The orifical frame we have created is shown in the fig tree. 1 above model shows the relationship between flexible human resource management, new work ethic and strong innovation. The model shows that Flexible HR m influences new work ethic and new work ethic leads a company to accomplish a task. Innovation. In other words flexible HR m contributes to a strong indirect establishment HR tough the creative process behavior. Continuously and shows the direct relationship between FHRM and the strong establishment as well. Theories that underpin our hypothesis and model are resource-based perspectives.

Dynamic capability theory and Moral perspective. Powerful support supports it because the flexible HR m separates the ability to combine, build, and resize coping skills are changing rapidly. Flexible HRM is flexible power is focused on it adjusting staff qualifications i.e. skills, ethics and working in a changing environment conditions (Wright & Snell, 1998; Wright, Dunford, & Snell, 2001). RBV supports it because HR flexibility is an internal company resource or an old organizational ability a variety of skills, a variety of behaviors and important HR extensions that are important, rare, difficult to imitate and instead and led to a strong establishment for the benefit of a stable competitive company (Bhattacharya et al. 2005; Ngo & Loi, 2008). The moral perspective also supports you because here in this case FHR mis in training the required behavior by organizational strategy namely renaming strategy.

The Way and The Creation

As paper is a natural volume so research as a research method is accepted. We have collected data from high-tech firms operating in Pakistan have officially established labor management and have at least 100 employees in place. The reasons for choosing high technology firms as the target population is for us the paper focuses on innovation and HRM so flexibility the companies collected survey should be innovative. Inclined and should have properly established the Department of Labor, HR managers and HR experts in place. Any field was not rejected because of FHRM, innovation and new work ethic not a particular industry (Pukiene, 2016).

The research tool was a questionnaire designed on a Likert scale from a scale of 1-5. 1 = strongly disagree, N2 = Strongly disagree, 3 = Agree, 4 = Agree and 5 = Strongly Agree. The cover book is attached with a list of questions to explain the survey and research purpose and to ensure complete confidentiality of information and answers (Jimenez & Velley, 2008).

The data was actually collected from 14 high-tech companies operating in Lahore in various industries namely telecommunications, it, textiles, household appliances and services. As such, our analysis unit is a solid standard, and therefore only Memoir and middle managers were selected as respondents. it was a paper-based survey there

The list of questions was given equally between selected companies (i.e. 20 questions / company). After For 2 weeks we have provided a reminder to the unresponsive firms. So after 3 weeks the total number of 153 is usable inquiries were returned to us from companies with a response rate of 54.6%.

FHRM: To measure FHRM, using a scale developed by Bhattacharya et al. (2005) with a minimum size of three (Employee skill flexibility, employee behavior flexibility and HRM status flexibility) also has 16 items in total.

Strong Innovativeness: in order to measure solid innovation we have adopted a scale developed by Manu (1992). It includes three sub-components (Product Development, Process Development and Innovation Management) and has 9 items.

New work ethic: Evaluating a new work ethic, a scale developed by Scott and Bruce (1994) used contains 5 items.

Effects and Review

The reliability of the scale was tested before performing any analysis and Cronbach's alpha was reported ($\alpha = .829$) for current study. Results and analyzes performed using descriptive statistics, descent analysis, correlations analysis and mediation analysis. Descriptive statistics were used to assess age, gender, sector and positions. It is also used to assess the deviation and definition deviation of variables and their small size. A correlation was made to assess the relationship between the variables and their small size. The retreat continues the other hand was made to assess the impact of variables and to validate the theory. To prove the mediator, mediation analysis was performed using process macro by Andrew f. Hayes. Table 1 shows the High tech number companies selected in each category and the number of samples from each category

Table 1: Number of Companies and sample drawn from sectors

Sectors	Number of companies	Sample
IT	4	44
Telecommunication	3	26
Home appliance	3	40
Manufacturing & Textile	3	34
Service	1	9
Total	14	153

In addition, descriptive statistics reported gender frequency, appointments and information. Respondents including 120 men and 33 women. There were 119 middle managers and 34 senior managers. In terms of experience concerned 98 respondents experience 3-10 years, 45 respondents 11-15 years' experience while 10 respondents have over 15 years of experience.

Table 2: Inter dimension correction and descriptive statistics of FHRM, IWB and firm innovativeness (N=153)

	Mea n	SD	1	2	3	4	5	6	7	8
1-FHRM	3.46	.55								
2-Employee skill flexibility	3.41	.68	.847*							
3-Employee behavioral flexibility	3.53	.66	.791*	.479*						

4-HR practices flexibility	3.43	.65	.841*	.611*	.481*					
5- IWB	3.55	1.08	.374*	.339*	.307*	.481*				
6-Firm innovativeness	3.38	.62	.623*	.531*	.528*	.483*	.352*			
7-Product innovativeness	3.42	.70	.594*	.512*	.493*	.462*	.287*	.791*		
8-Process innovativeness	3.31	.78	.484*	.415*	.420*	.364*	.328*	.827*	.455*	
9-Administrative innovativeness	3.40	.76	.469*	.375*	.393*	.375*	.255*	.854*	.534*	.568*

Correlations are significant at 0.01 levels

Source: Field Survey, 2016

Table 2 shows that the new work ethic has great significance while the essence of the process of innovation very small. The table shows that the HR m variable is strongly associated with the new task behavior ($r = .374$, $p < .01$). flexibleHR mis is also significantly associated with firm innovativeness ($r = .623$, $p < .01$). Moreover new work ethic is strongly associated with strong innovation ($r = .352$, $p < .01$). moreover The relationships between all the sub-dimensions of flexibility are presented in the table showing that all relationships are good and important to each other.

The retrospective analysis was performed to assess the impact and validate the hypothesis shown in the results presented in Table 3. Before performing the retrospective analysis the descent analysis concepts were examined requirements-acceptable. The Shapiro-Wilk Normality test presented a residual value ($p = .051$) proved to be general. To test whether there is a multicollinearity problem we did a lot retrospective analysis also found that Vif values were even lower than 2, a common understanding that should be under 10 (Belsley, Kuh, & Welsch, 1980). Another amount of automatic integration was in an acceptable range as Durbin Watson's value was 1.638 close to 2.

Table 3 shows the results of the retrospective analysis of the first 3 hypotheses

Hypotheses	Linkages in Model	R ³	β value	t value	Sig
H1	FHRM-IWB	.140	.736	4.95	.000
H2	IWB-Innovativeness	.124	.201	4.61	.000
H3	FHRM-Innovativeness	.388	.699	9.77	.000

Source: Field Survey, 2016

As shown in Table 3, the initial retrospective analysis was performed by taking FHR m as an independent variable and new work ethic as a dependent variable results ($\beta = .736, p < .001$) showed FHR m well again Very touching iWB which proves our first impression of that H1: Flexible human resource management is closely related to new work ethic The second retrospective analysis was performed using iWB as independent while the firm was established as Dependent variables. Results ($\beta = .201, p < .001$) show that established work ethic is positive and significant contributes to a strong establishment thus confirming our second view that H2: Innovative work ethic is closely related to strong new inventions. In excess we used FHRM as independent variables while taking firmness as a dependent variable and a descent analysis was performed. The results of the analysis ($\beta = .699, p < .001$) present that HR m variable and it has a great impact on solid development thus confirming our third view that H3: Flexible human resource management is closely related to the development of solid new materials. To explore a previous hypothesis based on the solution we have made the mediation analysis using use the macro plugin results are shown in Table 4.

Table 4: Mediation analysis for the effect of FHRM on firm innovativeness through IWB (N=153)

Hypotheses	Effect	SE	t	p	LLCI	ULCI
Total effect of FHRM on Firm innovativeness	.6985	.0715	9.7750	.0000	.5573	.8397
Direct effect of FHRM on Firm innovativeness	.6405	.0763	8.3977	.0000	.4898	.7912

	Effect	Boot SE	Boot LLCI	Boot ULCI
Indirect effect of FHRM on Firm innovativeness	.0580	.1009	.0139	.3146

Source: Field Survey, 2016

The table shows the Total FHRM on firm innovativeness ($\beta = .6985, p = .000$) and the indirect FHRM effect in a strong new establishment after the introduction of established mediator work

ethic ($\beta = .0580$, $Ci = .01$ to $.31$) which shows that the mediator is good and important. So that proves our fourth point of view

H4: Innovative work ethic mediates the relationship between flexible employee management and company innovation.

Discussion and Conclusions

Our research was conducted to evaluate the relationship between flexible HR m, new work ethic and firm innovativeness. Our research has expanded the theoretical arguments for earlier researchers (Wright & Snell, 1998; Bhattacharya & Gibson, 2005, Chang & Gong, 2013) on FHRM by linking this flexible HR m to work new work ethic. We've discussed HR m flexibility in terms of dynamic, user-based views once moral perspective.

The results of our research fully support our four perspectives. We found that flexible HR m improves intelligence work ethic for employees which also leads the organization in the development of innovation. Results it also proved that our mediator is a good mediator actually linking the relationship between flexible HRM and solid innovation results show that FHR m has a positive and significant impact on new work behaviors (confirmed H1, research question 1 answered). So it shows that when organizations increase their flexibility in HR m in that way they change and apply their employees' skills, behavior and performance in such a way that they are able to adapt and work with changing needs and therefore will develop a new code of conduct for their employees. Their employees will be better able to produce, promote and identify new, smarter and more important ideas. In addition, new invention depends on the established behavior of the work, as our results reflect what the work ethic is established good and has a great impact on solid development (proven H2, turn rQ2) compliant previous studies (De Jong & Den Hartog, 2010). So based on that result it can be said that when employees show up new work ethic and the organization is better able to do new things outside and outside internal environment. They will be able to deliver new products on time, adjust their existing processes as well to change their administrative functions in a practical way. In addition, the research results also show that it is flexible HRM positively and contributes significantly to the development of strength (H3 proven, rQ3 answered) consistent with previous studies (Martínez-Sánchez, 2011; Chang & Gong, 2013). However compared to previous studies, the impact of FHRM on innovation in our studies is limited more. Further, the results show that the innovative work ethic mediates the relationship between FHRM and firm innovation (H4 proven, rQ4 answered). Basically our research fully supports the argument of Mumford (2000) that "Ultimately innovation depends on the development of new and important ideas produced by employees and HR m can to develop these skills among employees".

Our results show that the new way of doing work is invaluable while processing innovation a strong sub dimension of innovativeness has a very low definition. It shows that the executive staff of the Heights the technology company believes that its employees have a high level of innovation in their behavior, performance, encourage and see new ideas but their organizations are less focused on doing new things in them procedures. The findings of this applied study have specific implications for organizations. Organizational managers they should see the importance of flexible human resource management. They must understand that innovators

should shape their human resource management as flexible. It will help them to produce a pond smart staff who behave in a manner that reflects an interest in ideas for ideas, promotions and achievements, this ethics will drive firms to innovate. That means they will be able to produce new ones products, processes and establish their management functions.

Study also has its limitations. the first limitation in our study is that our study is limited in the sense that is more focused on proving the relationship between variables and does not include demographic information in the relationship test, so that future researchers can include demographic data in the relationship test such as comparing the responses of senior and middle managers or even comparing different responses sectors separately. Second our research involved only the main hypothesis and did not include any sub-hypothesis. Future researchers can develop and test sub-hypotheses by incorporating small amounts of flexibility as well. In excess, we have selected high-tech companies that are fast and flexible, which future researchers can test using companies that like to slow down and current situations to test whether their consistency in HR m affects their strategies performance. Finally there are certain aspects of a strong standard (i.e. organizational culture) that may affect relationships, therefore interested future researchers may test it by taking the president in the study. Flexible HRM being is a new structure that has attracted many researchers in recent times. As mentioned earlier what little is known about the HR processes that create new things, our research proves that HR m is evolving encourage strong established innovation though the mediation of new work ethic.

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