

“A STUDY ON FLEXIBLE HUMAN RESOURCE MANAGEMENT AND FIRM INNOVATIVENESS WITH SPECIAL REFERENCE TO MEDIATING ROLE OF INNOVATIVE WORK BEHAVIOUR”

VASANTHA RAO NANDAM,

Lecturer, Department of Commerce,

*AG & SG SIDDHARTHA DEGREE COLLEGE OF ARTS AND SCIENCE, VUYYURU
GOPI CHAND VEMURU*

Lecturer in Department of Commerce

AG & SG SIDDHARTHA DEGREE COLLEGE OF ARTS AND SCIENCE, VUYYURU.

ABSTRACT

The paper inspects the connection between adaptable Hrm, imaginative work practices, and firm innovativeness. We built up a hypothetical structure that interfaces the builds together. Inventive work practices, adaptable Hrm alongside its 3 sub-measurements (Hr rehearses adaptability, Employee aptitude adaptability, and Employee social adaptability), and firm inventiveness alongside its 3 sub-dimensions (Product advancement, Process development, and authoritative development) are interlinked. Utilizing the example of 153 gathered from the top and center supervisors of high innovation organizations, the information was broken down whose discoveries demonstrated that adaptable Hrm decidedly impacts imaginative work practices. Further, inventive work practices decidedly impact firm creativity.

Keywords: Adaptable human asset the executives; inventive work practices; firm ingenuity; high innovation companies

INTRODUCTION:

Computerized age and information economy have molded substantial changes in the corporate world. (Chen and Li, 2015). Organizations are presently confronting intense rivalries in the dynamic, questionable, changing and complex Climate (Sanz-Valle and Jiménez-Jiménez, 2005). in request to accomplish upper hand and in any event, for the endurance, firms intensely relies upon their capacity to adjust and react to the climate, adaptability and presentation ability of novel thoughts and items (Jiang, Wang and Zhao, 2012; Beugelsdijk, 2008; Mumford, 2000; Chen and Huang, 2009).

An organization that follows inventive and creative techniques ought to have workers who convey sort of enterprising and inventive practices. So it's essential to see appropriately what actually makes people at work environment to carry on inventively and how the organizations can shape that sort of practices (Eenink, 2012). Human asset the executives are accepted to be firmly implanted in the business techniques to successfully uphold the advancements (Kozlowski, 1987). Another arising field that begin creating research interest in Human asset the executives is adaptable human asset the board, since it empowers the organizations to stretch and adjust to changing, unsure and different prerequisites in both inside and outside climate (Wright and Boswell 2002; Kumara and Pradhan, 2014). adaptable Human resource management is viewed as significant part of firm adaptability as it shapes the properties of representatives (aptitudes, capacities, characteristics and practices) as indicated by evolving natural conditions (Ngo and Loi, 2008). Basically in adaptable Human asset the executives representatives are urged to use and absorb new and powerful information from the climate and are given adaptable changes in the structures, work modes and plans of motivations and preparing (Chen and Li, 2015). adaptable Human asset the executives (fHm) additionally impacts creative work conduct as they are focused on towards worker expertise, inspiration, capacities and openings improvement (Puikene, 2016). fHrm essentially engages their workers to show class their ability and convey their yield looking like imaginative thoughts by using the maximum capacity of their insight, aptitudes and capacities. (Chen and Huang, 2009; Prieto and Perez-Santana, 2013).

According to definition, creative work practices is a multistage measure and is worried about age, appropriation and execution of the original thoughts (Scott and Bruce, 1994; Kanter, 1998; Xerri and Brunetto, 2013). Essentially imaginative work practices are so pivotal for development looking for organizations since accomplishment of inventive organizations lies in their representatives whose practices are the main wellspring of driving towards developments. (Abstein and Spieth, 2014). iWB are accepted to be the major perspective in change management that really drives associations towards developments and at last expanding their serious positions (Puikene, 2016). Although majority of the corporate pioneers currently see imagination and development as indispensable for the long term success of their business, however a significant number of them are as yet following conventional ways to deal with development whose benefits rarely surpasses their expense, normally they fizzled or gone delivered (molino et al, 2013).

Hrm function in advancement stayed a region of obliviousness. As per (Hr innovAsian report, 2014) there are just 20% Hr experts who got occupied with the cycle of developments in the corporate world. >is figure portrays that associations still not understand the significance of the job Human assets play in advancement measure. moreover, the way to creative exhibitions of associations are the imaginative work practices of their workers (farr and portage, 1990; De Jong and Den Hartog, 2010) yet notwithstanding

its significance firms are confined in their conceivable outcomes, since they have almost no information about how to trigger their representatives so that they show imaginative work practices (Jannssen,2014)

Despite the fact that function of human asset the executives in developments has produced a lot of scholarly yield (Karlsson, 2013; Zhou et al, 2013, Jiang,Wang and Zhao, 2012) and some likewise have tried it observationally (Jimenez and Valle, 2008, Li, Zhao and Liu, 2006) however yet those examinations have not explained what sort of Hr rehearses makes association creative. besides those couple of studies which determined adaptable Human assets (eg. Kumara and Pradhan, 2014: Ngo and Loi, 2008: Chang et al, 2012) do come up short on the conduct viewpoint of representatives which really can be the fundamental way or the stepping stool of driving the adaptable Human assets towards firm ingenuity.

THEORITICAL INSIGHTS AND HYPOTHESIS DEVELOPMENT

Adaptable HRM is a significant component of key Hrm, it's the inward ability of firms and considered essential for the supported upper hand (Kozica and Kaiser, 2012). adaptable human asset explores how much firms can rapidly and viably change as per the climate changes (Chen and Li, 2015). adaptable Hrm idea was authored in 1995. Sanchez (1995) characterizes this idea as the extending ability of an association for reclassifying the item technique, reconfiguration of assets chain, and redeployment of those assets suitably. In view of Sanchez work (Snell, Youndt & Wright, 1996) referenced that adaptable Hrm centers around upgrading adaptability of worker aptitudes, practices, and working as per the changing necessities of the environment. This approach comprises an arrangement of Hrm strategies that impacts brain science of representatives, control workers practices, and furthermore adjust together their own and association objectives (Sanchez, 2011).

Chen and Li (2015) recognized some major contrasts between Traditional Hrm and adaptable Hrm. As indicated by them where conventional Human asset the executives centers around adequacy and productivity of the entire association, FHrm center around improving the imaginativeness, intensity and dynamic transformation capacity of the organization. The significant motivation behind why firms utilize adaptable Hrm is their longing to contend in the changing climate (Kozica and Kaiser, 2012). Wright and Snell (1998) recognized that adaptable Hrm has three unmistakable sub-measurements which are representative conduct adaptability, worker ability adaptability, and Hr practice adaptability. Worker abilities adaptability alludes to the degree to which association can use aptitudes of representatives in various circumstances and can reassign them quickly (Wright and Snell, 1998). it's tied in with establishing the climate which advances various learning of abilities and improving their adaptability to embrace flexible aptitudes with the goal that they could take any errand and act in each circumstance. This can be accomplished through cross-useful groups, work turns, and ventures based tasks (Bhattacharya et al, 2015). at the end of the day if an association having representatives who have expansive assortment abilities, can perform various errands in various circumstances then that association has a serious level of representative expertise adaptability (Ngo and Loi, 2008). In light of rBV, (Bhattacharya et al, 2005) portrayed worker expertise adaptability as a source of an upper hand on the grounds that assorted abilities workers are important and furthermore hard to mirror.

HR practice adaptability is characterized by Bhattacharya et al. (2005) as how much Hr practices of associations can be rapidly and adequately adjusted and applied across various circumstances, organizations or offices. Essentially, Kumari and Pradhan (2014) characterized it as the degree to which firm can rapidly and adequately modify its Hr cycles and structures. in basic words Hr practice adaptability is the manner by which Hr office feasibly, quickly, ideal, viably and profitably executing and changing new Hr rehearses (Sanchez, 2011). Hr practice adaptability offers some benefit twofold. first it empowers the firm to adjust its Hr works on as indicated by the necessary evolving climate, Secondly it can initiate adaptable representative practices which are examined beforehand (Battarchya et al.,2005). Imaginative work practices are accepted to be a significant factor in managing steady and groundbreaking changes and accomplishing the upper hand of the association (Jannssen, 2000). Different specialists portrayed iWB and all depicted it one might say of practices of people of investigating, creating, advocating and executing novel and viable thoughts, items, cycles or methods (De Jong and DenHartog,

2010; De Jong, 2007; Kleysen and Street, 2001; Ng, Feldman and Lam, 2010; Krause, 2004; Scott and Bruce, 1994). iWB is fundamentally considering of box in elective strategies, searching for enhancements, looking for new advancements, news approaches to accomplish tasks, attempting new work techniques and finding and tying down the helpful assets to make a thought a reality (Prieto and Santana, 2013).

Jannssen (2000) alluded iWB a three multistage measure thought age, thought advancement and thought acknowledgment. iWB started with thought age stage which is formation of new and helpful thought that goes under any space or territory (Jannssen, 2000). Mumford (2000) pronounced worker as the solitary wellspring of original thought at working environment. Powerful thought generators are those workers who can move toward execution or issues hole from special measurement (Kanter, 1988). Essentially it is alluded to bringing new and special thoughts, methods, measures with the end goal of tackling a specific issue or may be to bring improvements (Pukiene, 2016).

The next phase of iWB is thought advancement where workers who produced clever thoughts search for help for their original thought by examining it with partners, chief, or even companions (Scott and Bruce, 1994; Kanter, 1988). The thought after age has been sold. in this stage advancement of thoughts inside the firm has been never really further help (Pukiene, 2016). creative representatives subsequent to producing thoughts search for getting support from companions, subordinates, and patrons encompassing the thought (Jannssen, 2000). Thought acknowledgment is the last phase of iWB which is changing over original thoughts into successful yields (Pukienė, 2016). Fundamentally in this stage, the thought is actualized and placed energetically (de Jong, 2008). The thought at that point turns into a model, reality, or model which can be contacted, experienced, and brought into utilization (Kanter, 1988).

Firm Innovativeness is fundamentally a significant factor for contending in the changing climate and in any event, for the endurance of the organizations (Gopalakrishnan, 1999). firm inventiveness is characterized in writing as "the selection of a thought or conduct, regardless of whether a framework, strategy, program, gadget, cycle, item or administration, that is new to the receiving organization"(Damanpour et al., 1989).

Utterback and Abernathy (1975) referenced three components of firm advancements.

- 1) Product development the creation and commercialization of new items to address the issues or needs of clients (Golparakarishnan, 2001).
- 2) Process development the production of new cycles or adjustments of existing cycles, strategies, or procedures in the firm (Leonard & Waldman, 2007).
- 3) Administrative advancement putting powerful schedules and methodology in the firm authoritative units, conveyance, administrations, and backing (Brunsson et al., 2000).

Presently we will clarify how adaptable Hrm can shape imaginative work practices. Fundamentally, Organizations, where FHRM shapes the Knowledge, aptitudes, and mentalities of workers as per the different required circumstances can make more creative representatives (Shipton et al, 2006) really doing this, turned into a push factor for workers on the grounds that having assorted abilities, information, and capacities that could be extended to act in any condition gave representatives a sensation of trust in themselves consequently it impacts their conduct to develop. (Eenink, 2012). Variety in aptitudes gave workers a pride, character, and self-advancement (Sánchez et al, 2011) which thusly impacts in a roundabout way the brain science of representatives and make them more certain to make inventive moves (Chen and Li, 2015) Prieto and Perez-Santana (2013) directed examination by taking an example of 198 Spanish

organizations. aftereffects of the examination portrayed that expertise upgrading and inspiration improving Hr rehearses emphatically sway creative work practices. Agreeing (Bhattacharya et al., 2005) representatives having conduct adaptability are more occupied with non-routine practices, for example, hazard taking, change, and inventiveness. He further contended that those workers who have more versatile characteristics can change themselves in each novel and complex changed circumstances all the more fittingly and can successfully uphold the execution of progress. Patterson et al. (2010) while referencing the critical attributes of imaginative individuals referenced multidimensional practices as one of them. >is adaptability in the practices makes them carry on other than ordinary routine work accordingly permitting them to act creatively? adaptability in Hr practices can likewise actuate creative work Behaviors. adaptable Hr rehearses give representatives a versatile work plan making them inspired to perform enough as per the interest of the circumstance (Prieto and Santana, 2013). Associations that convey Hr rehearses adaptability fundamentally establish a climate where their labor force can adjust to react to changing conditions all the more progressively (Kumara and Pradhan, 2014). Hr rehearses when adaptable set up their representatives to act and form in each delicate and hard condition (Kohli, 2011) actuating different and flexible practices Kkumara and Pradhan, 2014) giving them a vibe of confidence to act imaginatively. moreover, Shipton et al. (2006) contend that representatives act extensively more imaginatively when their Hr rehearses gave them self-sufficiency and strengthening to make changes.

following the above contentions we propose the theory

H1: Flexible human asset the executives is emphatically identified with imaginative work practices

Presently we will clarify how inventive work practices can shape firm creativity. firm inventiveness relies intensely upon the representatives of the association who are the primary wellspring of aptitudes, information, and capacities and are the authors of inventive work practices (Youndt et al., 1996; Prieto and Perez-Santana, 2013; Chen and Huang, 2007) They essentially create and actualize thoughts for their organizations (Kohli, 2013) that in the long run lead the association towards advancement permitting them to pick up a serious advantage.in request to improve convenient and adequately in the serious conditions associations intensely rely upon groundbreaking thought ages which are really evolved by the people of the organizations (Chen and Huang, 2009). Additionally, thoughts after the help or advancement, when placed into the real world, upgrades the likelihood that those thoughts will bring about something one of a kind and successful element that could be placed into the market for picking up a first-mover advantage. in this way we estimate

H2: Innovative work practices are emphatically identified with firm imaginativeness.

Also, we trust fHrm to impacts firm creativity straightforwardly too. adaptable Hrm enables associations to gain and create assorted abilities and practices (Chang et al, 2012). These flexible aptitudes and expansive went practices empower associations to tackle issues, concocting new arrangements and better approaches for doing things which eventually prompts development (Simon, 1985). these organizations having an assorted pool of aptitudes and practices all the more properly perceive and acclimatize data from the outside climate and its various fragments (Gong, 2003; Huber, 1991) as they likely have earlier related information for each part (Ellis, 1965; Chang et al, 2012). mei (2010) led research that shows that adaptable Hrm create Hr portion is amazingly hard to copy in this manner permitting them to pick up an economical upper hand. fHrm empowers quick and opportune reactions through their representatives to tackle any issue or adjust to any condition accordingly empowering long haul intensity (Nie, 2009) consequently empowering the potential for extending the extent of capacities expected to enhance (Sánchez et al, 2011) So we estimate that

H3: Flexible human asset the executives is emphatically identified with firm creativity.

In light of the all above writing we expect that inventive work conduct is assuming a delegate part between flexibleHrmand firm imaginativeness. It implies that it is expected in this paper that creative work practices are impacted by the adaptable Human asset the board while imaginative work conduct itself is impacting the firm innovativeness. Thus we propose the theory that

H4: Innovative work practices intervene the connection between adaptable human asset the executives and firm creativity.

The hypothetical system we developed is delineated in fig. 1 above. The model shows the connection between adaptable human asset the board, inventive work conduct, and firm creativity. The model portrays that adaptable Hrm impacts inventive work conduct and afterward imaginative work practices lead the firm towards ingenuity. All in all, adaptable Hrm impacts firm inventiveness by implication through imaginative work practices. Further, it likewise shows an immediate connection among fHrm and firm creativity too. Speculations that help our Hypothesis and model are the asset based view, Dynamic capacity hypothesis, and Behavioral viewpoint.

The dynamic capacity upholds it in view of adaptable Hrm diversifies the capacity to coordinate, form, and reconfigure skills to manage quickly evolving conditions. adaptable Hrm is the dynamic ability which centers around adjusting characteristics of representatives for example abilities, practices, and working as indicated by the changing climate circumstances (Wright and Snell, 1998; Wright, Dunford, and Snell, 2001). rBV upholds it since Hr adaptability is the association's inner asset or authoritative capacity that makes assorted abilities, different practices, and stretchable Hr rehearses which are significant, uncommon, hard to copy and substitute and driving towards firm ingenuity to pick up an economical upper hand for the firm (Bhattacharya et al. 2005; Ngo and Loi, 2008). Conduct point of view likewise uphold it in light of the fact that here for this situation fHrm is forming the practices that are required by association procedures for example advancement system.

Methodology and Measures

As the paper is quantitative in nature so the survey as a research method is adopted. We collected the data from high technology firms operating in Pakistan which have formally established Human resource management and have at least 100 employees in place. Reasons to choose high technology firms as a target population is because our paper focuses on innovation and flexible Hrm so the companies from which survey collected should be innovation-oriented and should have properly established Human resource department, Hr executives and Hr professionals

in place. Any particular industry was not preferred because fHrm, innovation, and innovative work behaviors are not industry-specific (Pukiene, 2016).

The research instrument was a questionnaire designed on a Likert scale from 1-5 rating scale. 1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree. A cover letter was attached with the questionnaire to explain the survey and research aim and to guarantee the full confidentiality of information and responses (Jimenez & Velley, 2008).

Data was actually collected from 14 high technology companies operating in Lahore from different industries i.e. telecommunication, iT, textile, home appliances and services. Since our unit of analysis is the firm level, so only top managers and middle managers had been chosen as the respondents. It was a paper-based survey in which questionnaires were handed over equally among the selected companies (i.e. 20 questionnaires/company). After 2 weeks we have given reminders to the firms who had not yet responded. So after 3 weeks, a total of 153 usable questionnaires were returned to us from the companies with a response rate of 54.6%.

FHRM: To measure fHrm, we used a scale developed by Bhattacharya et al. (2005) having three sub-dimensions (employee skill flexibility, employee behavior flexibility, and Hr practices flexibility) and have collectively 16 items.

Firm Innovativeness: in order to measure firm innovativeness we adopted a scale developed by many (1992). It includes three sub-dimensions (Product innovativeness, process innovation, and administrative innovativeness) and has 9 items.

Innovative work behavior: To measure innovative work behaviors, a scale developed by Scott and Bruce (1994) has been used having 5 items.

RESULTS AND ANALYSIS

Scale dependability was checked prior to playing out any investigation and Cronbach's alpha detailed ($\alpha = .829$) for the current examination. Results and examination have been finished utilizing spellbinding measurements, relapse investigation, relationship investigation, and intervention investigation. Enlightening measurements were utilized to check the frequencies old enough, sexual orientation, area, and assignments. It was additionally used to check the mean and Standard deviations of factors, and their sub-measurements. The connection was performed to check the connections among factors and their sub-measurements. Relapse on the other hand was performed to check the effect of factors and to demonstrate the theory. To demonstrate the arbiter, intercession examination was performed utilizing measure full scale by Andrew f. Hayes. Table 1 shows the quantity of High tech organizations chose from every area and the quantity of tests from every area.

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
Services	1	9
Total	14	153

Moreover, Descriptive measurements announced the frequencies of sexual orientation, assignment and experience. respondents incorporate 120 guys and 33 females. There were 119 center administrators and 34 top directors. To the extent the experience is concerned 98 respondents are of 3-10 years' experience, 45 respondents have 11-15 years' experience while 10 respondents have over 15 years of involvement.

Table 2: inter dimension correlation and descriptive statistics of fHrm, iWB and firm innovativeness (N=153)

	mean	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	.498	.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

Table 2 portrays that inventive work conduct has the largest meanwhile the mean of cycle creativity is the least. Table shows that adaptable Hrm is fundamentally connected with creative work practices ($r = .374, p < .01$). flexible Hrmis likewise essentially connected with firm innovativeness ($r = .623, p < .01$). moreover, creative work conduct is essentially connected with firm imaginativeness also ($r = .352, p < .01$). in addition the connections between the all the sub-measurements of factors are introduced in the table which shows that all the connections are positive and critical with one another. Relapse examination which was performed to check the effect and demonstrate the speculation indicated the outcomes introduced in table 3. Prior to performing relapse investigation the presumptions of relapse examination were checked which were satisfactory as per the prerequisites. Shapiro-Wilk normality test introduced leftover worth ($p = .051$) which demonstrated ordinarieness. To check whether there is issue of multicollinearity we played out numerous relapse examinations and found that Vif values were much lesser than 2, the overall arrangement is that it should be under 10 (Belsley, Kuh, &Welsch, 1980). further autocorrelation esteem was in the adequate reach as the Durbin Watson esteem was 1.638 which is more like 2.

Table 3 shows the results of regression analysis of first 3 hypotheses.

Hypotheses	Linkages in model	R ²	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

As appeared in table 3, initially relapse examination was performed by taking fHrm as an autonomous variable and inventive work conduct as a reliant variable. results ($\beta = .736, p < .001$) showed that fHrm emphatically and essentially impacts iWB demonstrating our first theory that

H1: adaptable human asset the executives are emphatically identified with creative work practices Also relapse examination was performed utilizing iWB as free while firm creativity as the subordinate variable. results ($\beta = .201, p < .001$) show that inventive work conduct decidedly and essentially impacts firm inventiveness consequently demonstrating our second speculation that

H2: inventive work practices are emphatically identified with firm creativity. Thirdly we utilized fHrm as the autonomous variable while taking firm innovativeness as the reliant variable also, performed a relapse examination. consequences of the investigation ($\beta = .699, p < .001$) present that adaptable Hrm emphatically also, fundamentally impacts firm imaginativeness in this way demonstrating our third speculation that

H3: adaptable human asset the board is emphatically identified with firm inventiveness.

Then to check the forward speculation which depended on intercession we performed an intervention examination utilizing a measure large scale module. results are appeared in table 4.

Table 4: mediation analysis for the effect of fHrm on firm innovation 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		

The table portrays the Total impact of fHrm on firm creativity ($\beta = .6985, p = .000$) and circuitous impact of FHRM on firm inventiveness after the enlistment of arbiter imaginative work conduct ($\beta = .0580, Ci = .01$ to $.31$) which shows that middle person is acceptable and huge. So it demonstrates our fourth theory that

H4: Innovative work practices intervene the connection between adaptable human asset the executives and firm creativity Our examination was led to look at the connections between adaptable Hrm, inventive work practices, and firm innovativeness.

CONCLUSIONS

Our study expanded the hypothetical contentions of the past analysts (Wright and Snell, 1998; Bhattacharya and Gibson, 2005, Chang and Gong, 2013) on fHrm by connecting this adaptable Hrm with worker inventive work practices. We examined adaptable Hrm regarding dynamic capacity, asset based view, and conduct viewpoint. Aftereffects of our examination completely upheld each of the four speculations. We found that adaptable Hrm improves inventive work practices in the representatives which thus drives the association towards upgraded firm creativity. Results additionally demonstrated that our arbiter is a decent middle person which really intercedes the connections between adaptable Hrm and firm ingenuity. Results portray that structure decidedly and essentially impacts creative work practices (H1 demonstrated, research question 1 replied). So it shows that if associations increment their adaptability in Hrm such that they differentiate and flexible their worker's aptitudes, practices, and capacities with the end goal that they could adjust and manage changing prerequisites so it will at that point upgrade the imaginative work practices of their representatives. Their representatives will more ready to produce, advance, and acknowledge new, innovative, and important thoughts. Besides, advancement relies upon the inventive work practices, as our outcomes show that creative work practices decidedly and fundamentally impacts firm imaginativeness (H2 demonstrated, rQ2 replied) which is steady with past examinations (De Jong and Den Hartog, 2010). So dependent on that outcome it very well may be said that when representatives show imaginative practices at the working environment then the association is better ready to perform creatively in both outer and inward conditions. They will be more ready to bring opportune new items, adjust their delivered cycles, and change their regulatory works in an important way.

In addition, the examination results additionally show that flexible Hrm positively and fundamentally impacts firm creativity (H3 demonstrated, rQ3 replied) which is predictable with past investigations (Martínez-Sánchez, 2011; Chang and Gong, 2013). Nonetheless, when contrasted with past examinations, the effect of fHrm on imaginativeness in our investigations is generally higher. Further, results show that the creative work conduct intervenes the connection among fHrm and firm ingenuity (H4 demonstrated, rQ4 replied). Fundamentally, our examination completely bolsters the contention of Mumford (2000) that "at last development relies upon the age of new and important thoughts produced by representatives and Hrm can upgrade this imagination among workers". Our outcomes show that creative work conduct has the biggest mean while Process imaginativeness which is the sub element of firm imaginativeness has the most minimal mean. It shows that administrative workers of High innovation organization accepts that their workers have elevated level of imaginativeness in their practices, they create, advance and acknowledge novel thoughts however their associations have moderately less center towards making developments in their measures. Discoveries of this exact investigation have a few ramifications for the associations.

Administrators of the associations need to understand the significance of adaptable human asset the executives. They need to comprehend that to be inventive they should form their human asset the executives as adaptable. It will assist them with delivering a pool of creative representatives whose practices will portray encourage for thought age, advancements and acknowledge, these practices will take the organizations towards high advancements. It implies they will be more ready to deliver new items, measures and improve their regulatory works. The concentrate additionally has its constraints. First restriction in our examination is that our investigation is moderately tight it could be said that it exceptionally centered around demonstrating the connections among factors and doesn't include socioeconomic data in the connections testing, so future analysts can include segment data in the connections testing for example, looking at the reactions of top supervisors and center directors or even analyze the reactions of various areas independently.

Furthermore our examination included just fundamental speculation and did not include any sub theory. Future analysts can create and test the sub speculations by including the sub-measurements of the factors too. Thirdly, we chose the high innovation organizations which are quick and adaptable, future analysts can test it utilizing the moderate and business as usual adoring organizations to check whether their non-adaptability in Hrm impacts their creative execution.

In conclusion there are some firm level elements (for example association culture) which may influence the connections, so intrigued future analysts may test it by taking the mediator in the investigation. Adaptable Hrm being generally new development attracting many specialists in the new time. As clarified before that little is thought about which Hrm rehearses shape advancement, our investigation demonstrated that it's the adaptable Hrm which cultivate the firm inventiveness through the intervention way of creative work practices.

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