

The Positive Impact of HR flexibility practice on Employee Behavioral flexibility as related to Employee skills: The key role of Idea Generation at EPU

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Abstract: Aim & Background -The versatility in HR practices includes activities that generally include overall jobs and community, incentive-based compensation, organizational performance, widespread employee engagement, and Employee skills flexibility. HR practice flexibility plays an important role in management practice. However, evidence of its practice shows that there are impacts on the employee performance and creativity of the individual within the organization. This study investigates the role of Idea Generation and Employee Behavioral flexibility in determining the effects and relations between HR practice flexibility and Employee skills flexibility. Methods: The present study was accomplished in all colleges in Erbil Polytechnic University (EPU). The survey was based on paper and included questionnaires from all the selected colleges in the EPU. After 2 weeks we have given reminder to the Colleges who had not yet responded. So after 3 weeks a total of 127 usable questionnaires were returned to us from the EPU. Hypotheses were tested and analyzed statistically using SPSS software. Results - findings show the relationship between the independent variable (HR) and the mediating variable (EBF) was significant because the value of (PV), this indicates the existence of a positive significant relationship between the independent variable and the dependent variable. The modified variable (IG) has a positive role and modifies the positive significant relationship (the P. value of the regression weight is the lowest level of statistical significance, between the independent variable (HR) and the mediator variable (EBF) at the higher levels of the variable values. We note also that the modified variable mentioned above and at low levels does not modify the relationship between the independent and mediating variables, but rather makes it insignificant, that is, the absence of the rate variable at lower levels is better compared to its presence at higher levels. Research limitations– the research limit the generalizability of the findings because the data collected in Erbil Polytechnic University (EPU). And each college has its own unique environment. Future studies can extend these findings by conducting studies in other societal contexts.

Keywords: HR practice flexibility, Idea Generation, Employee Behavioral flexibility, Employee skills flexibility.

1. Introduction

The way in which organizations use the process, structure and strategy for supervising employees is human resources (HR). The emphasis was imposed in particular on the versatility of the HR practice or the generation of ideas in the field of HR science. It was defined in general as an organization, which has not changed the expectations of employees and the employees' abilities from beginning to end. However, researching the abilities of employees produces a certain degree that seems exceptional. The versatility in HR practices includes activities which generally include overall jobs and community, incentive-based compensation, organizational performance, widespread employee engagement and Employee skills flexibility.

Employees who have a kind of entrepreneurial and innovative conduct should have Erbil Polytechnic University (EPU), which follows creative and innovative strategies. It is crucial to be able to understand correctly what makes individuals at work creative and how the universities can influence this kind of behavioral versatility for employees. The versatility of human resource practices should be firmly incorporated into corporate strategies to promote developments effectively. Flexible human resources and employee versatility are an evolving field that begins to generate research interest in human resources management, since it allows universities to broaden and adapt to transitions, complexity and a wide range of needs, both within and without. Flexible human resources are considered as very important elements of the Erbil Polytechnics University (EPU), since they form the attributes of employee skills as the environment changes, in terms of (Capabilities, Value, and Qualities). Basically, the use and incorporation of new and efficient knowledge of the environment is promoted in a versatile human source, and flexible modifications of systems, modes of employment and motivation and training plans are provided.

However, based on past studies, researchers have posed the same argument utilizing the Universities resource-based surveillance; the results of HR practice versatility are mostly positive. Therefore, the based system perspective offers an additional versatile advance for the organization. Flexibility in HR practice influences ideas as a moderating aspect in order to predict critical effects such as ability, value and efficiency. Idea Generation of the side effects of employee perception of flexibility in the outcome variables of employee flexibility is based on personal beliefs in own abilities, importance and qualities, as shown by an idea generation, suggesting that flexibility in resource practice aims to create an important advantage for organizations that frequently appear to

ignore the individual member Relationships between workers more or less at the same level of work generate a envy or attempt, at the cost of the coworker, to look better.

Relationships between an employee and an individual in a higher position need the confidence to be formed. For example, workers may be skeptical of their supervisors' decisions and fear prejudice to assess or to encourage in the event of lack of confidence. Prior-employment studies argue that versatility in HR practice is not only present for workers who are present with a great deal of opportunity, but is also putting tremendous demands on employees and on flexibility of the HR practice, which can be seen to be psychological or may be versatile with regard to employees' work-related skills.

1.1 The Research Purpose

The purpose of the research is to provide a theoretical theory based on the versatility in HR practice model, which was compared to the decision on the structure.

The goal of the research is to develop the relationship between Idea Generation and employee skills, as mediators, to clarify the effect of a private environment on flexibility in HR practice, to create the relationship between the flexibility of employee behavior, and of employee skills, and to demonstrate flexibility in HR practice.

1.2 The Research Problems

Abstract flexibility of HR practice is positive ineffective with outcomes in organizations evaluating flexibility of HR practice. Idea Generation in moderating frameworks for a thorough understanding of the result process, especially the reality, that this form of HR practice flexibility can be objectively illustrative. In this area, numerous questions that do not reciprocate remain a significant HRM factor, although working on versatility in the HR practice and its impact on results are increasing.

1.3 The Research Important

This important organizational definition was misunderstood by the important statement and the ambiguous explanation and by other theoretical issues of HR practice versatility. The key challenge with research into versatility in HR practice is the abstract nature of the workforce when the researchers evaluate specific answers to a certain collection of assumptions.

1.4 The Research Questions

(1). Does reconcile the relationship between HR practice flexibility and moderated by the Idea Generation theories? (2). Does HR practice flexibility have a straight impact on Employee skills flexibility? (3). Does the private environment contribute to HR practice flexibility? (4). what is the correlation between HR practice flexibility and Employee Behavioral flexibility? (5) Does HR practice flexibility mediator by the Employee Behavioral flexibility?

1.5 The Research Objectives

To expressing power in building a relationship between HR practice flexibility and positive Dimensional Conception. To clarify the impact of the positive environment on HR practice flexibility. To determine the correlation between HR practice flexibility and Employee Behavioral flexibility, and Employee skills flexibility. To demonstrate that HR practice flexibility have a straight impact on Idea Generation. To determine the impact of HR practice flexibility on Employee Behavioral flexibility, and Employee skills flexibility.

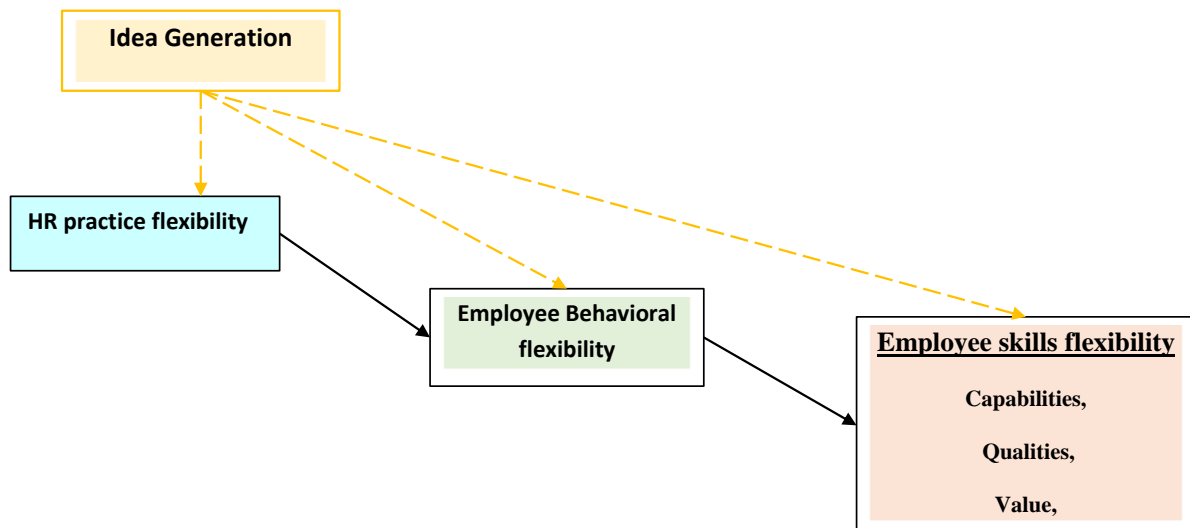
1.6 Research Model

Model: 1 (clear side of HR practice flexibility)

These studies provide a strong side to the versatility of HR practice flexibility procedure viewed by workers and employee Behavioral flexibility mediator in work place. It thus adds additional ability, value, efficiency, compertemental versatility and innovation to the employee. Perceived idea Generation from a posative employee .

In addition, the study included a posative partnership employee perceived HR practice flexibility and employee behavioral flexibility mediator. It also led to a more flexible employee abilities, employee innovation, capabilities, importance, qualities with moderator Idea Generation in the organization.

Model: HR practice flexibility



From this viewpoint, constructive flexibility in the practice of HR will play an important role in enhancing regulative attention, such as: ideal generation and employee behavior flexibility. The relationship between the versatility of HR practice and the flexibility of workforce skills has been largely positive.

Regardless of the efficiency field used in the research unit and versatility in the HR practice, skills, principles and consistency.

1.7 Hypotheses

Hypothesis 1:

- HR practice flexibility is positive relationship with Employee Behavioral flexibility, (H1a), and Employee skills flexibility, (H1b).

Hypothesis 2:

- Employee Behavioral flexibility mediated the relationship between HR practice flexibility, (H2a), and Employee skills flexibility, (H2b).

Hypothesis 3:

- HR practice flexibility is positive relationship with Idea Generation as moderator.

Hypothesis 4:

- Idea Generation influence on the relationship between HR practice flexibility and *Employee Behavioral flexibility*, Specifically, when employees' Idea Generation is high, the positive relationship between HR practice flexibility and Employee Behavioral flexibility, *will be attenuated by increasing individual's Employee skills flexibility*, (H4a), however, when employees' Idea Generation is low, the positive relationship between HR practice flexibility and Employee Behavioral flexibility will be strengthened by decreasing individuals Employee skills flexibility, (H4b).

2. Literature Review

2.1 HR practice flexibility

Bhattacharya et al. (2005) describes the extent of versatility of resource practices as a way of rapidly and effectively adapting and applying HR practices in organisations, industries or departments in all circumstances. Kumari and Pradhan (2014), also identified it as being able to adjust their HR processes and systems quickly and efficiently. Huselid (1995), stressed that high HR expenditure is related to lower sales intentions and improved productivity of staff. There was a mistake. Jones and Wright (1992), also say that HR practice is critical for improving the awareness and courage of employees. HR practice versatility, in basic terms, is how the human resources department introduces and adapts new HR strategies in a sustainable, timely, efficient and profitable manner (Sanchez, 2011).

Flexible management of human resources is a management activity that influences the knowledge, conduct and learning ability of employees either directly or indirectly. Flexible management, including flexible employee

structure adaptation, job strategies, training programs and compensation plans, will help accomplish this. Flexibility of resource practice offers double-edged benefit. First, it helps the organization to adjust its HR activities to the evolving environment required; second, it can generate versatile workers' attitudes, the previously mentioned (Battarchya et al., 2005).

2.2 Idea Generation

Idea generation is defined as the process of abstract, concrete or visual ideas forming, developing and communicating. This is the front end of the Concept Management funnel and focuses on the production of potential solutions to real or perceived challenges and opportunities. The concept of the method, promotion of ideas and realization of ideas. Start with the stage of idea development that produces a new, useful idea that is within every field (Jannsen, 2000). The only source of new ideas at work has been confirmed by Mumford (2000). Employees that can fix performance or problem gaps from a unique dimension are powerful idea generators (Kanter, 1988). It is simply a matter of bringing in new and unique concepts, procedures and processes to address a specific issue or to develop it (Pukiene, 2016).

The next step of idea promotion where workers who have developed new ideas aim to help their new ideas by talking to colleagues, managers or even friends (Scott & Bruce, 1994; Kanter, 1988). The concept has been sold after generation. The idea was supplied by creative workers after creating ideas to seek help from friends and supporters surrounding the idea (Pukiene, 2016). the ideas were sponsored in this process by the organization (Jannsen, 2000).

2.3 Employee Behavioral flexibility

Employee Behavioral versatility refers to the extent to which organisations may adapt to their different actions, enrich themselves, help and psychology (Sanchez, 2011). In other words, the workers of an organization have flexible computational scripts which can be easily molded in accordance with unique circumstances (Ngo & Loi, 2008). It is essentially adaptable comportements rather than everyday routine comportements. It can be accomplished by internal reinforcement or through the intentional recruitment of employees with different habits and adaptability (Bhattacharya et al, 2015).

Thus, if workers execute conduct scripts in different situations to satisfy requirements instead of merely following standard operating procedures, they can better meet changing environmental requirements and strengthen their competitive position (Wright & Snell 1998).

Flexible action ultimately provides two-way meaning. The willingness of workers to cope efficiently with different circumstances first helps businesses to reduce the resistance to change and the costs related to that resistance. (Lepin et al., 2000). Secondly, it enables the organization to cope adequately with truthful circumstances without recruiting new staff with new skills to deal with changing conditions (Battarchya et al.,2005).

2.4 Employee skills flexibility

The diversity of human resources (HR) is one of the main aspects of organizational flexibility, which is oriented towards adjusting employee characteristics (such as Capabilities, Value, Qualities). The versatility of employees' skills ensures that the company can use employees' skills in different circumstances and easily reassign them (Wright & Snell, 1998). It involves developing an atmosphere for diverse skills and improving their versatility in implementing multifaceted skills to take on any challenge and perform in any situation. Cross-functional teams, work rotations and project-based projects may be accomplished (Bhattacharya et al, 2015). In other words, where an organization with employees with wide range of skills can carry out various tasks in different circumstances, the organization is versatile in terms of employee skills (Ngo & Loi, 2008). Since diverse skills are precious and difficult to replicate, identified employee versatility as a source of competitive advantage.

Kumari & Pradhan (2014) listed two separate means of flexibility for employees. It can first be used in various circumstances by workers with wide variety skills. Secondly, it hires professionals with a large variety who can offer versatility to the enterprise to reconfigure the profiles of expertise in accordance with changing environmental requirements. Where applicable, this flexibility enables organizations to understand their workers to benefit completely from their profiles to meet changing demand (Neuman & Wright, 1999). In simple terms, flexibility explains, fundamentally, how employees adjust and use various skills and Capabilities, Value, Qualities skilities, in different circumstances, in a simple way, as quickly and efficiently as possible (Boxall, 1999).

3. Methodologies And Measures

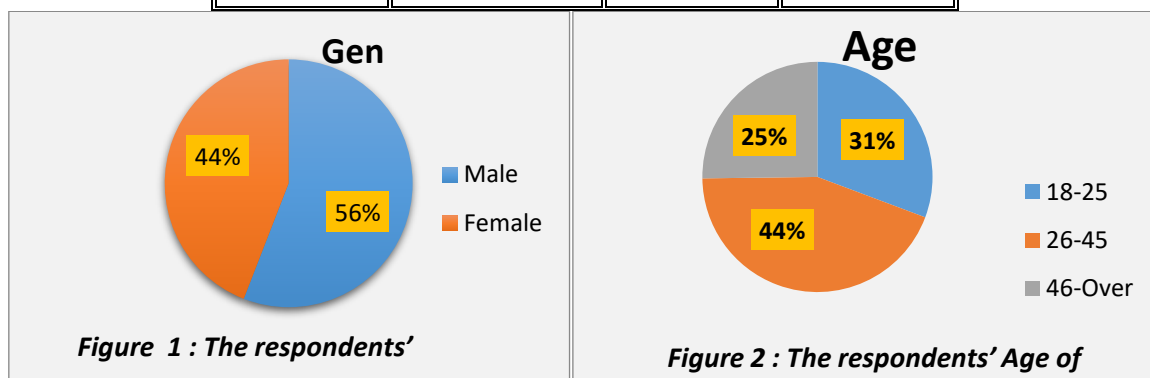
The study as a tool of inquiry is adopted because the paper is quantitative in nature. We collected data from EPU-operated high-tech colleges which formally defined management of human resources and have a minimum of 1000 employees. This is because our paper focuses on the generation of ideas, employee skills, and flexible

HRs, which should be an innovation-driven and properly established human resources department, managers of HR and human resources professionals in the Erbil Polytechnic University (EPU), which collects the study.

Research instrument was questionnaire designed on likert scale from 1-5 rating scale.1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree. The questionnaire accompanied a cover letter explaining the survey and study objective and ensuring complete confidentiality of the information and answers. Actually, data was obtained from the University of Erbil Polytechnic. Since the Erbil Polytechnic University is our research unit, only top managers and middle managers were selected as interviewees. The survey was based on paper and included questionnaires from all the selected colleges in the EPU. After 2 weeks we have given reminder to the Colleges who had not yet responded. So after 3 weeks a total of 127 usable questionnaires were returned to us from the EPU . HR practice flexibility: To measure HR practice flexibility we used scale developed having few sub-dimensions (employee behavioral flexibility, flexible employee abilities, employee innovation, capabilities, importance, qualities with moderator Idea Generation in the organization. and have collectively 13 items. Hypotheses were tested and analyzed statistically using SPSS software.

Table (1) :

DeEBFgraphic var.		Frequenc y	Percent
Gender	Male	71	55.9
	Female	56	44.1
	Total	127	100.0
Age	18-25	39	30.7
	26-45	56	44.1
	46-Over	32	25.2
	Total	127	100.0
Scientific level	High School	2	1.6
	Institute	16	12.6
	Bachelor	33	26.0
	Master	56	44.1
	Doctoral	20	15.7
	Total	127	100.0



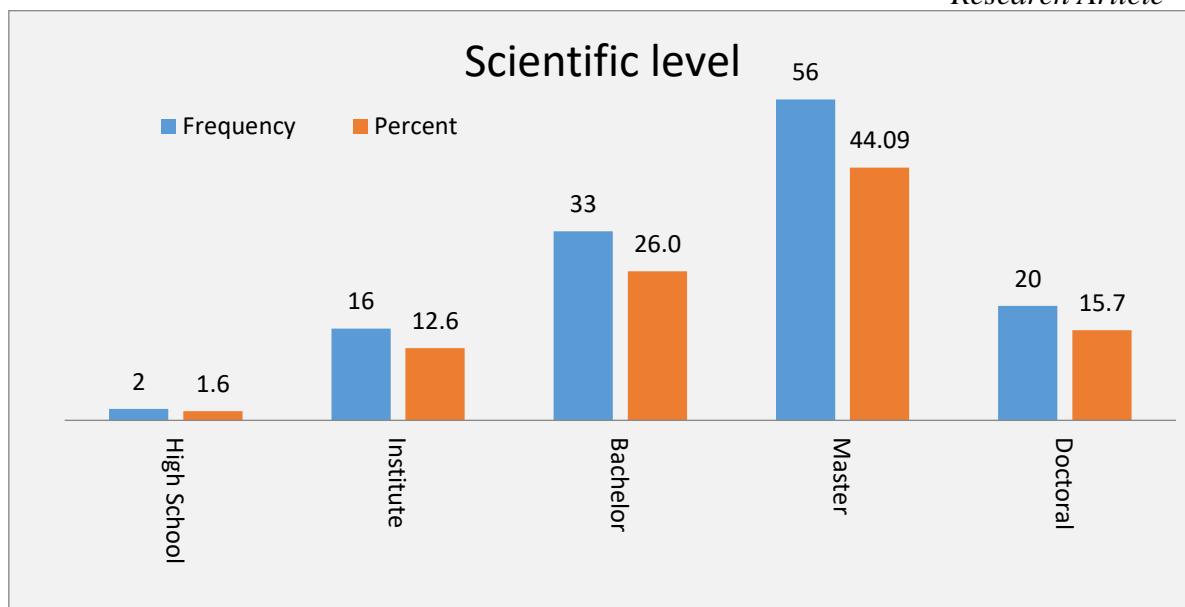


Figure 3: The respondents’ Scientific level of the survey

From Table No. (1) The following appears:

The percentage of males among the respondents is greater than the percentage of females, as it reached (55.9%) and (44.1%) respectively, and this indicates that the majority of the respondents were males, as shown in Figure (1).

Whereas, the ages of individuals of the respondents ranged greater for the category (26-45) and (18-25) by (44.1%) and (30.7%) respectively, which indicates that the majority of the respondents are young, as shown in Figure (2).

As for the educational level, the largest percentage of the respondents belong to holders of higher degrees (Bachelor and above), whose percentages were (85.8%). This is a good indication that the majority of the sample members were holders of higher degrees and thus indicates the accuracy of the answers and thus reflects the accuracy of the results and as is. Shown in figure (3).

Table No. (2) frequencies and relative distribution of the answers for all paragraphs

The study axes	Sub variables	1		2		3		4		5		Mean	Std. Deviation
		fi	%	fi	%	fi	%	fi	%	fi	%		
HR	X1	1	0.79	0	0.00	7	5.51	82	64.57	37	29.13	4.21	0.61
	X2	1	0.79	2	1.57	4	3.15	85	66.93	35	27.56	4.19	0.64
Average			0.79		0.79		4.33		65.75		28.35	4.20	0.63
IG	X3	1	0.79	9	7.09	5	3.94	79	62.20	33	25.98	4.06	0.81
	X4	2	1.57	2	1.57	12	9.45	81	63.78	30	23.62	4.06	0.73
	X5	3	2.36	5	3.94	7	5.51	80	62.99	32	25.20	4.05	0.82
Average			1.38		3.35		5.81		63.68		25.79	4.06	0.79
EBF	X6	1	0.79	3	2.36	7	5.51	83	65.35	33	25.98	4.13	0.68
	X7	0	0.00	2	1.57	3	2.36	88	69.29	34	26.77	4.21	0.56
	X8	2	1.57	6	4.72	24	18.90	80	62.99	15	11.81	3.79	0.77

Average			1.28		2.92		7.92		64.68		23.20	4.04	0.67
ESF	X9	0	0.00	10	7.87	6	4.72	81	63.78	30	23.62	4.03	0.78
	X10	0	0.00	4	3.15	13	10.24	85	66.93	25	19.69	4.03	0.65
	X11	1	0.79	8	6.30	5	3.94	87	68.50	26	20.47	4.02	0.76
	X12	0	0.00	3	2.36	14	11.02	82	64.57	28	22.05	4.06	0.65
	X13	0	0.00	3	2.36	14	11.02	82	64.57	28	22.05	4.22	0.55
Average			0.16		4.41		8.19		65.67		21.57	4.07	0.68
General Average			0.90		2.86		6.56		64.95		24.73	4.09	0.69

Description of the search dimensions (HR, IG, EBF, ESF,)

The data, Table No. (2) for frequency distributions, percentages, arithmetic means, and standard deviations of the variables (x1-x2), which represent expressions for the dimension (HR), indicate that (94.10%) of the sample members agree with this dimension, and the neutral rate is (4.33%). While the average of those who disagreed was (1.58%), with an arithmetic mean and a standard deviation of (4.20) and (0.63), respectively, which means that the sample members agreed with this dimension, as the arithmetic mean increased from the hypothetical mean (3) on the five-point Likart scale adopted in the research.

As for the variables (x3-x5), which represent the expressions of the dimension (IG) until (89.47%) of the sample members agree with this dimension, the average of those who are neutral is (5.81%), while the rate of those who disagree is (4.72%) with an arithmetic mean and a standard deviation. They estimated (4.06) and (0.79), respectively, which means that the sample members agree with this dimension, as the arithmetic mean exceeds the hypothesis (3) on the five-point Likart scale adopted in the research.

As for the variables (x6-x8), which represent the expressions of the dimension (EBF) until (87.88%) of the sample members agree with this dimension, and the rate of neutrals was (7.92%), while the rate of those who disagreed was (4.20%) with an arithmetic mean and a standard deviation They are (4.04) and (0.67), respectively, which means that the sample members agree with this dimension, as the arithmetic mean exceeds the hypothesis (3) on the five-point Likart scale adopted in the research.

As for the variables (x9-x13), which represent the expressions of the dimension (ESF) until (87.24%) of the sample members agree with this dimension, and the rate of neutrals was (8.19%), while the rate of those who disagreed was (4.57%) with an arithmetic mean and a standard deviation They estimated (4.07) and (0.68), respectively, which means that the sample members agree with this dimension, as the arithmetic mean exceeds the hypothesis (3) on the five-point Likart scale adopted in the research.

Regarding all the expressions that represent the dimensions of induction, we find that (89.67%) of the sample members agree with all the dimensions, and the rate of neutrality is (6.56%), while the rate of those who disagree is (3.77%) with an arithmetic mean and a standard deviation of (4.09) and (0.69) on Which means that the sample members agree with the dimensions of the research as a whole, as the general arithmetic mean increased from the hypothesis (3) on the five-year Likart scale adopted in the research.

Table(3): Cronbach's Alpha for var.

Var.	Cronbach's Alpha	N of Questions
HR practice flexibility (HR)	0.72	2
Idea Generation (IG)	0.81	3
Employee Behavioral flexibility (EBF)	0.66	3
Employee skills flexibility (ESF)	0.79	5
Total	0.83	13

Through Table No. (3), which represents the estimation of the reliability coefficient, where the reliability of the scale was tested for the questionnaire questions for the four variables with its paragraphs, as well as the reliability coefficient was calculated for the questionnaire questions as a whole and it was found that the value of the reliability coefficient was 83%. Stability of the questionnaire questions.

Table(4) : Correlation Matrix of EBFdel Constructs

		HR	IG	EBF	ESF
HR	Pearson Correlation	1			
	P.value				
IG	Pearson Correlation	.432**	1		
	P.value	.000			
EBF	Pearson Correlation	.285**	.457**	1	
	P.value	.001	.000		
ESF	Pearson Correlation	.290**	.384**	.376**	1
	P.value	.001	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

1.7 Hypotheses

Hypothesis 1:

- *HR practice flexibility is positive relationship with Employee Behavioral flexibility, (H1a), and Employee skills flexibility, (H1b).*

H1a: There is a direct relationship between the independent variable (HR) and the mediator variable (EBF).

H1b: There is a direct relationship between the dependent variable (HR) and dependent variable (ESF).

Through Table No. 4 we note the following:

The relationship between the independent variable (HR) and the mediating variable (EBF) was significant because the value of (PV) for the value of the correlation coefficient (0.001) was less than the level of statistical significance (0.05). This indicates the existence of a positive significant relationship between the independent variable and the dependent variable and its value. (0.285), that is, whenever the values of one of the two variables (independent or median) change, the other variable changes in the same direction by (29%).

The relationship between the independent variable (HR) and the dependent variable (ESF) was significant because the value of (PV) for the value of the correlation coefficient of (0.001) was less than the level of statistical significance (0.05). This indicates the existence of a positive significant relationship between the dependent variable and the dependent variable and its value. (0.290), that is, whenever the values of one of the two variables (independent and dependent) change, the other variable changes in the same direction by (29%).

Hypothesis 2:

Employee Behavioral flexibility mediated the relationship between HR practice flexibility, (H2a), and Employee skills flexibility, (H2b).

The mediating variable (EBF) has a role in transferring the relationship from the independent variable (HR) to the dependent variable (ESF) or in other words the existence of a significant relationship between the independent variable and the dependent variable through the mediator variable.

-Hypothesis: Does the mediating variable (EBF) play a role in conveying the relationship between the two independent variables (HR) and dependent (ESF)? Is the indirect relationship between the independent variables (HR) and dependent (ESF) significant? Is the mediator variable (EBF). Is partial mediation or total mediation?

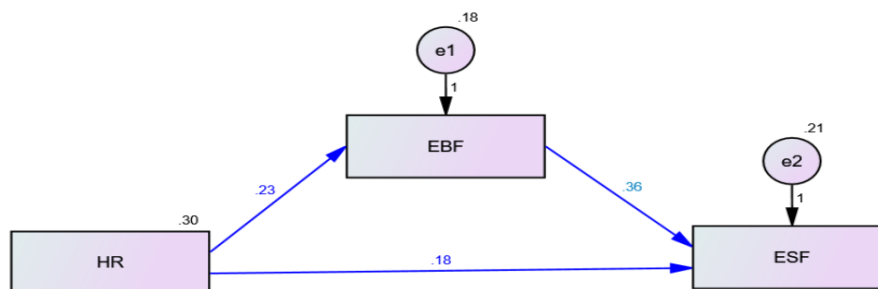
Table(5): with/without (EBF) Mediator Path Coefficient

No.	Path	Estimate	with/without mediation	P.value
1	HR→EBF	0.2294	With out	0.0049
2	HR→ESF	0.1802	With out	0.0446

3	EBF→ESF	0.3601	With	0.0000
4	HR→ESB→ESF	0.0826	With out	0.0049

Through Table No. (5), we note the following:

1. The existence of a positive significant effect of the independent variable (HR) on the two variables mediating (EBF) and dependent (ESF) respectively (because the PV value of the effects values (0.0049,0.0446), respectively, was smaller than the level of statistical significance (0.05 where the values of The regression weight is (0.2294) and (0.1802), respectively. This means that whenever the independent variable changes one unit, the median and dependent variables change by (23%) and (18%) respectively and in the same direction.
2. The presence of a significant effect of the median variable (EBF) on the dependent variable (ESF) (because the PV value of the effect value was smaller than the level of statistical significance (0.05) of (0.0000), where the regression weight values were (0.3601). This means that whenever it changes the median variable is one unit, so the approved variable changes by (36%) and in the same direction.
3. The median variable (EBF) has a role (contribution) in transferring the effect from the independent variable (HR) to the dependent variable (ESF) and that this effect was significant because the (PV) value of the regression weight value was smaller than the level of statistical significance (0.05), which is (0.0049) where the amount of the effect was (0.0826), this means that whenever the independent variable changes one unit, the dependent variable changes by (8%) and in the same direction with the presence of the mediator variable (an indirect relationship between the independent variable and the dependent variable).



Hypothesis 3:

- HR practice flexibility is positive relationship with Idea Generation as mediator.

There is a positive relationship between the independent variable (HR) and the modified variable (IG).

Through Table No. (4), we note the following:

The relationship between the independent variable (HR) and the modified variable (IG) was significant because the value of (PV) for the value of the correlation coefficient (0.000) was less than the level of statistical significance (0.05). This indicates the existence of a positive significant relationship between the independent variable and the rate and its value.

(0.432) that is, whenever the values of one of the two variables (independent or modified) change, the other variable changes in the same direction by (43%).

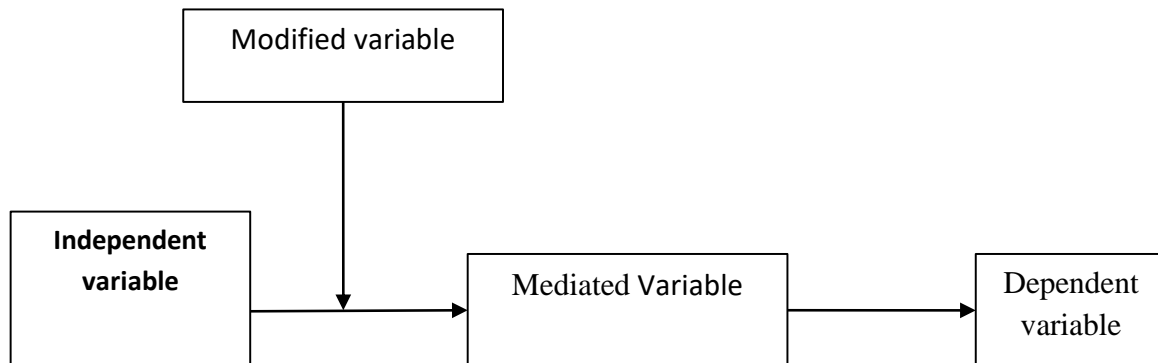
Hypothesis 4:

Idea Generation influence on the relationship between HR practice flexibility and Employee Behavioral flexibility, Specifically, when employees' Idea Generation is high, the positive relationship between HR practice flexibility and Employee Behavioral flexibility, will be attenuated by increasing individual's Employee skills flexibility, (H4a), however, when employees' Idea Generation is low, the positive relationship between HR practice flexibility and Employee Behavioral flexibility will be strengthened by decreasing individuals Employee skills flexibility, (H4b).

H4a: The modified variable (IG) affects the relationship between the independent variable (HR) and the mediating variable (EBF), and specifically at higher levels of the modified variable increases the relationship between the independent variable and the dependent variable (ESF).

H4b: The modified variable (IG) affects the relationship between the independent variable (HR) and the mediating variable (EBF), and specifically at lower levels of the modified variable, the relationship between the independent variable and the dependent variable (ESF) decreases .

Testing the third and fourth hypotheses by using the Amos program: First stage



Hypothesis #1: The modified variable (IG) test. Does the interaction between the modified variable (IG) and the independent (HR) have an effect on the mediator variable (EBF)? Does the relationship between the independent variables (HR) and the mediator (EBF) differ according to the levels of the modified variable (IG)?

Table(6) : Moderating Path Coefficient between HR and EBF

<i>Relationship</i>	<i>Moderator</i>	<i>Estimate</i>	<i>P-value</i>
<i>HR→EBF</i>	-----	<i>0.2294</i>	<i>0.0305</i>
<i>HR→EBF</i>	<i>IG /Low</i>	<i>0.0728</i>	<i>0.6066</i>
<i>HR→EBF</i>	<i>IG /High</i>	<i>0.2581</i>	<i>0.0107</i>

Through Table No. (6), we note the following:

The modified variable (IG) has a positive role and modifies the positive significant relationship (the P. value of the regression weight is the lowest level of statistical significance (0.05)) between the independent variable (HR) and the mediator variable (EBF) at the higher levels of the variable values. The rate is as in Figure (4).

We note also that the modified variable mentioned above and at low levels does not modify the relationship between the independent and mediating variables, but rather makes it insignificant, that is, the absence of the rate variable at lower levels is better compared to its presence at higher levels, as in Figure (4).

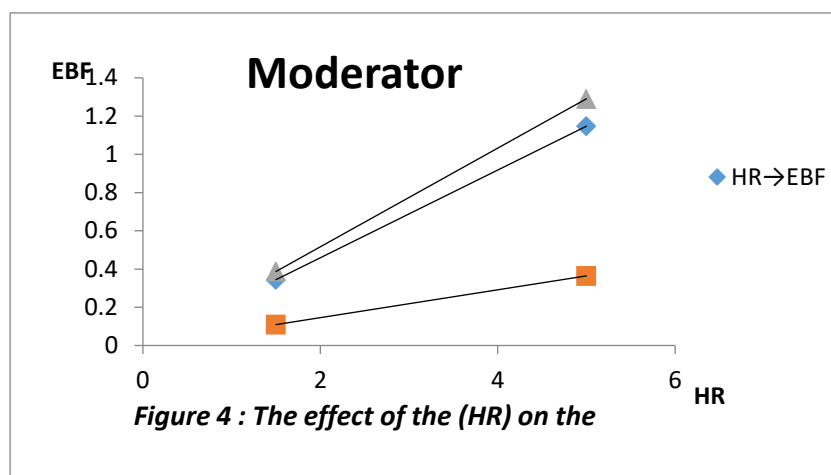
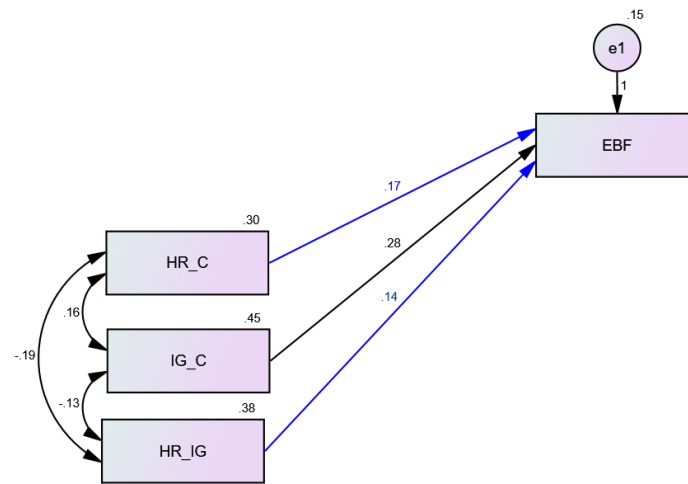


Figure 4 : The effect of the (HR) on the

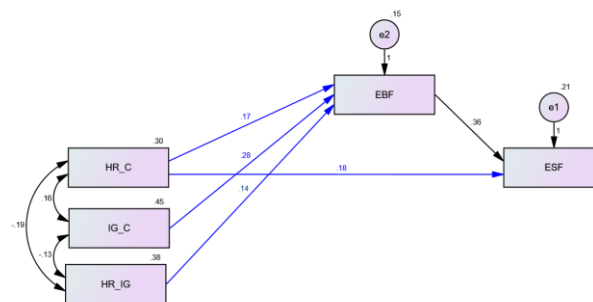
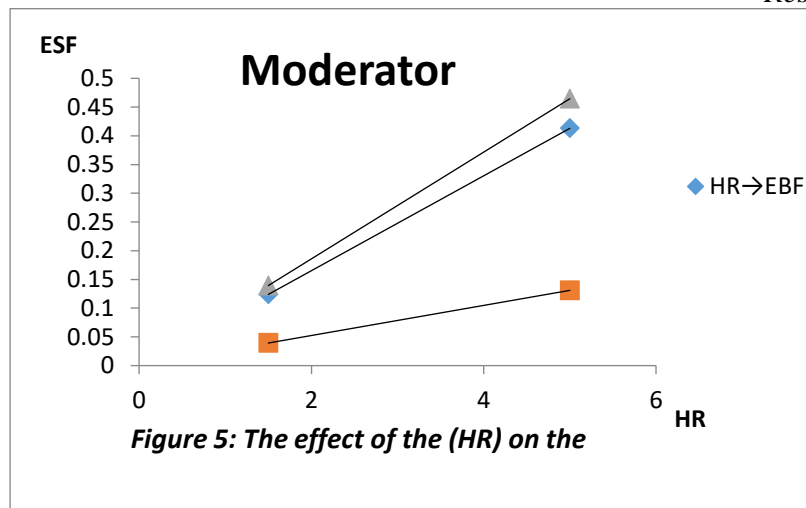
Hypothesis No. 2: Does the indirect relationship between the two independent variables (HR) and dependent (ESF) differ with the different levels of the modified variable (IG)? (Conditional indirect effects test).

Table(7) : Moderating Path Coefficient between HR and ESF

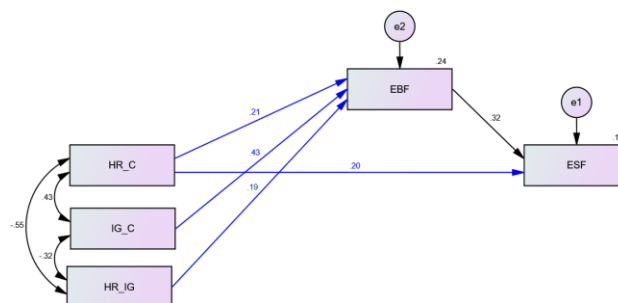
No.	Relationship	Moderator	Estimate	P-value
1	HR→EBF→ESF	-----	0.0826	0.0049
2	HR→EBF→ESF	IG /Low	0.0262	0.6066
3	HR→EBF→ESF	IG /High	0.0929	0.0107

Through Table No. (7), we note the following:

The modified variable (IG) is a positive role and modifies the positive significant relationship (P. value) of the regression weight, the lowest level of statistical significance (0.05)) between the independent variable (HR) and the dependent variable (ESF) through the mediator variable (ESF). And at higher levels of the modified variable values, as in Figure (5).



We note also that the modified variable mentioned above and at low levels does not modify the relationship between the independent and mediating variables, but rather makes it insignificant, that is, the absence of the rate variable at lower levels is better compared to its presence at higher levels, as in Figure (5).



4. Discussion and conclusions

Our study examined the links between flexibility in HR practice, idea generation, employee flexibility and employee skills. Our study expanded beyond researchers's theoretical claims on HR practice by comparing this flexible HR with the comportmental flexibility of employees. We addressed the versatility of HR practice with regard to dynamics, resources, and behavioural.

All four theories have been completely validated by our study findings. We find that flexibility in the practice of Human Rights improves creative work behaviours, which in turn lead the EPU, towards greater flexibility for

employees. The results also demonstrate our mediator's strong behavioral versatility as an employee mediator, which actually alters the relationship between Idea Generation. The results show that versatility in HR practice has a positive effect on employee skills. The Updated Variable (IG) test. Hypothesis #1. Is it the mediator variable (EBF) to have an effect on the relationship between the changed (IG) variable and the independent (HR)? Are the independent (HR) and mediator (EBF) relationships different depending on the level of the changed (IG) variable? (H1 proved, the issue of reasearch 1 answered) It demonstrates that companies would be able to adjust to and meet evolving requirements if they increase their versatility in HR in such a way that they can diversify and flexible their employees' behavior and work so that they can improve the ideas of their employees. Increased employee growth, promotion and implementation of fresh, innovative and useful ideas. Moreover, Idea Generation also depends on versatility for employee skills, as our findings show that Idea Generation has important and positive consequences for HR practices.

(H2 demonstrated, RQ2 answered) Thus, based on this outcome, the company would be better able to generate ideas in capabilities, qualities and value as workers demonstrate versatility in HR practice at work. The mediating variable (EBF) has a role in transferring the relationship from the independent variable (HR) to the dependent variable (ESF) or in other words the existence of a significant relationship between the independent variable and the dependent variable through the mediator variable. (H3 demonstrated, R Q3 answered) This is the same as before. However, our studies have comparatively more impact on the concept of HR practice flexibility than previous studies. The findings also show that the relationship between flexibility in employees and flexibility in employee skills mediates innovative working behaviour. The relationship between the independent variable (HR) and the modified variable (IG) was significant because the value of (PV) for the value of the correlation coefficient , was less than the level of statistical significance. This indicates the existence of a positive significant relationship between the independent variable and the rate and its value. (H4 demonstrated, R Q4 answered). In essence, our study completely supports the claim that versatility, capabilities, quality and value for the employee's new and useful ideas and flexibility in HR practice will ultimately enhance innovation among employees. H4a: The modified variable (IG) affects the relationship between the independent variable (HR) and the mediating variable (EBF), and specifically at higher levels of the modified variable increases the relationship between the independent variable and the dependent variable (ESF). H4b: The modified variable (IG) affects the relationship between the independent variable (HR) and the mediating variable (EBF), and specifically at lower levels of the modified variable, the relationship between the independent variable and the dependent variable (ESF) decreases.

Our findings show that the versatility of employees' skills, ability, quality and value is the biggest medium, while the behavioral flexibility of process employees is the least prominent. It indicates that managers of high-tech EPU think that their workers are highly behavioral, generating, promoting and realizing new ideas, but that their organisations, on the contrary, have a much smaller emphasis on versatility in terms of employee expertise, capability, quality and value for processes. The empirical results of this study have a certain effect on the EPU. College managers must understand the importance of versatility in the HR practice. It must be clear that they can make human resource management flexible in order to be employee behavioral versatility. This will allow employees to develop a pool of behavioral versatility whose actions will demonstrate an urge to generate ideas, promote them and implement them and will lead schools to a high degree of employee flexibility. This ensures that they can process and innovate their administrative work more effectively.

The study also has its limitations, Our study has a first limitation that our studies are relatively narrow and highly focused on the testing of relationships between variables and that demographics are not included in relationship tests, and future researchers may include demographic information in relationship testing, including comparing the responses of top assistants, lactors and departmental leaders.

Secondly, our analysis consisted of only the principal hypothesis and no sub hypothesis, **the future research** sub hypotheses can also be developed and tested by using sub-dynamic variables. Thirdly, we selected quick, flexible high-tech universities, which potential researchers are able to use slow-moving and status quo colleges to test to verify whether their lack of versatility in HR affects the flexibility, abilities, quality, and value of their workers.

Finally, there are some college considerations that might influence the relationship and that could be tested in the moderator by interested future scientists. The versatility of human resources practice is a relatively new structure that has recently attracted many scientists. As discussed earlier, little is known about which HR practices shape the flexibility of employee abilities, talents, skills, and values. The study demonstrated that it is HR practice that fosters flexibility of work behavior.

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