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**Title:** Unleashing the Boundary Conditions of Self-Monitoring on HR Flexibility to Innovative Work Behavior and Resistance to Change relationships

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## Unleashing the Boundary Conditions of Self-Monitoring on HR Flexibility to Innovative Work Behavior and Resistance to Change Relationships

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### Abstract

Human resource flexibility (HRF) signifies a unique set of human resource practices tailored to new workforce dynamics, changing business needs, and external environments. Recent studies have confirmed the crucial role of HR flexibility in enhancing an organization's ability to respond quickly to market changes that lead to agility and competitiveness. Keeping in view the dynamic nature of HR flexibility, our study examined the role of HRF in predicting innovative work behavior and resistance to change. The moderating role of self-monitoring as a personality factor was also examined on the relationships between human resource flexibility to innovative work behavior and resistance to change. Responses were collected through a questionnaire survey from 310 media workers working in different print and electronic media houses in the twin cities of Pakistan. Following the time-lagged research design, data was collected randomly at two points in time separated by 30 days. Results confirmed the strong positive impact of HR flexibility on innovative work behavior and a strong negative impact on resistance to change. Self-monitoring also emerged as a moderating factor in the hypothesized relationships. The current study adds a valuable contribution to the evolving concept of HRF contextually and theoretically. Discussions and implications are presented based on the results of the study.

**Keywords:** *Human Resource Flexibility (HRF), Innovative Work Behavior (IWB), Resistance to Change (RTC) and Self-Monitoring (SM).*

### 1. Introduction

In today's dynamic and competitive working environment, innovation and adoptability is of paramount importance for organizational success (Alareeni & Hamdan, 2024). Organizations can survive and thrive by following the innovative approaches and by helping employees to embrace change (Salman & Bhaumik, 2024). A plethora of empirical studies have witnessed a keen interest in examining innovative work behavior (Akbari, Bagheri, Imani, & Asadnezhad, 2021) and resistance to change (Doeze Jager, Born, & van der Molen, 2022) as criterion factor with a quest of finding persimmons predictors. For example, various organizational, work, and personal factors have been concluded as explanatory factors towards innovative work behavior (AlEissa & Durugbo, 2022). Likewise, stakeholder engagement, effective communication, planning for

change and resistance management are the key factors to alleviate resistance in the extant literature (Errida & Lotfi, 2021).

Among other striking factors, HR practices have emerged as a key predictor that helps in innovative work behavior (Bos-Nehles & Veenendaal, 2019) and cope with resistance to change (Hon, Bloom, & Crant, 2014). HR flexibility implies the ability of an organization's human resources (HR) function to adapt to changes in internal and external environments (Bhattacharya, Gibson, & Doty, 2005), provide a strong foundation to encourage innovative work practices and address employee resistance confronting change process. It encompasses policies, practices, and strategies that allow organizations to effectively manage their workforce while addressing dynamic market demands, technological advancements, employee needs, and regulatory changes (Wright & Snell, 1998). The study of Wojtczuk-Turek and Turek, (2015) provided a serial process to highlight the role of HR flexibility with individual flexibility that enhances the psychological capital of individuals which further curate the innovative work behavior. Likewise, flexibility is considered as a rationale to cope with resistance and facilitate organizational change (Dunford et al., 2013).

Various HR conceptualization have been examined in relation with innovative work behavior and resistance to change. For example, sustainable human resource management practices (Lu, Zhang, Yang, & Wang, 2023), commitment-based HR practices, green human resources management practices (Arulrajah, Opatha, & Nawaratne, 2015), high performance workplace practices (Cregan, Kulik, Johnston, & Bartram, 2021), critical HR practices (Maheshwari & Vohra, 2015) and high-performance human resource management practices (Alqudah, Carballo-Penela, & Ruzo-Sanmartín, 2022) have been investigated from different perspectives. However, the studies examining the relationship between various conceptualization of HR flexibility to innovative work behavior (Alfy & Naithani, 2021; Hass, 2014) and resistance to change (Deng, Alias, Md, & Rami; Hass, 2014; Macke & Genari, 2019; Neves, Almeida, & Velez, 2018) are inconsistent and inconclusive, hence call a need to examine underlying mechanism and boundary condition that causes varying nature of relationships.

To address the compelling gap, our study draws upon Resource-Based View (RBV) framework and take self-monitoring as facilitator to augment the effect of HR flexibility to IWB and RCT. Resource-Based View (RBV) explains how a firm can achieve performance and sustain a competitive advantage by effectively managing its internal resources and capabilities (J. Barney, 1991). Developed by scholars such as (Wernerfelt, 1984) and refined by (J. B. Barney & Arikan, 2005), RBV emphasizes that a firm's success is determined not only by external market factors but also by how well it leverages its unique assets. Since high performing work practices and human capital constitute a key resource, our study examines the combined effects of HR flexibility and self-monitoring to gauge the additive effect. The Resource-Based View offers a valuable lens for understanding how firms can leverage their unique assets to achieve and sustain competitive advantage. By focusing on internal strengths and aligning them with strategic goals, organizations can navigate complex markets and maintain long-term success.

In organizational behavior and industrial psychology, defines self-monitoring as the extent to which individuals monitor, adjust, and control their behavior based on how it is perceived by others (Day & Kilduff, 2003; Snyder, 1974). At its core, self-monitoring “relates to status-oriented impression management motives (Gangestad & Snyder, 1985). People who are high in self-monitoring tend to be more aware of their surroundings, more sensitive to social cues, and more able to adjust their behavior to fit in with different social situations (Ickes, Holloway, Stinson, & Hoodenpyle, 2006).

Within the context of the study model, HR flexibility helps to adapt and respond effectively to changing conditions and secure competitive advantage (Do, Yeh, & Madsen, 2016). Resultantly, employees are less resistant to change and more innovative within their official working (Do et al., 2016; Martínez-Sánchez, Vela-Jimenez, Abella-Garces, & Gorgemans, 2019). The relationships are strengthened for the individuals high on self-monitoring. Previously, self-monitoring has positively influenced the relationships between various other personality traits and performance (Barrick, Parks, & Mount, 2005) and counterproductive work behavior (Oh, Charlier, Mount, & Berry, 2014), effect of cognitive ability to academic achievement (Shi & Qu, 2022), motional exhaustion to abusive supervision (Lam, Walter, & Huang, 2017).

In nutshell, our study extends the extant literature in various ways. First, the study revalidates the relationship between HR flexibility to innovative work behavior and resistance to change. Secondly, the study examines the strengthening role of self-monitoring on the relationship between HR flexibility to innovative work behavior and resistance to change relationship. Lastly, the study tests the model in the highly contextualized environment of media houses. Examining HR flexibility in the media houses is not important also relevant considering their adaptive workspaces, remote and hybrid work opportunities, job role fluidity and dynamic work scheduling.

## **2. Literature Review**

### **2.1 Theoretical Foundation**

The Resource-Based View (RBV) is a strategic tool that emphasizes the role of an organization's internal capabilities and resources as key drivers of performance and sustainable advantage (J. Barney, 1991). According to RBV, organizational valuable, rare, inimitable, and non-substitutable (VRIN) resources help a firm to achieve innovative performance and facilitate transition. Resources and capabilities can be tangible such as technology and infrastructure, and intangible, such as knowledge, work practices and human capital. By effectively leveraging these internal strengths and resources, organizations can develop capabilities that are difficult for competitors to replicate, and helps to enjoy leap in dynamic environment (J. Barney, 1991; J. B. Barney & Arikan, 2005; Wernerfelt, 1984).

HR flexibility creates an environment that supports creativity, adaptability, and proactive problem-solving, hence becoming a key internal resource to help in different situations (Wright & Snell, 1998). Because of its unique focus on employee freedom and psychological empowerment, it provides an opportunity to all employee in not only sharing creative ideas but also to apply without being concerned about the questioning from management (Wojtczuk-Turek & Turek, 2015). Likewise, HR flexibility fosters a supportive environment where employee-management relations are based on trust and harmony. All it helps to cope with resistance to change and transitions (Hon et al., 2014).

### **2.2 HR Flexibility and Innovative Work Behavior**

HR flexibility refers to a unique set of organization's human resource practices that encourages flexible work arrangements, such as flexible hours, remote work arrangements, as well as customized policies for employee development, employee compensation, and performance management (Way et al., 2015). Moreover, a flexible HR system fosters psychological safety, and employees feel secure to take risks and apply unconventional ideas without being concerned about criticism (Tracey, 2012). The flexibility and supportive culture directly drive employees to exercise behaviors that promote innovation, such as idea generation, implementation, collaboration, and

newness, ultimately contributing to the organization's sustainable competitive advantage (Ketkar & Sett, 2009). All these arguments helped to develop the following hypothesis;

***H<sub>1</sub>: HR Flexibility positively influence the Innovative work behavior.***

### **2.3 HR Flexibility and Innovative work behavior**

HR flexibility plays a critical role in addressing resistance to change by fostering an environment of trust, employee empowerment and adaptability. Flexible HR practices, such as flexible work arrangements, customized training and development, adaptive performance management and role diversification, equip employees with needed skills and motivation to follow new responsibilities, controlling the uncertainties associated with role demands (Way et al., 2015). Likewise, HR flexibility, flourishes a culture of psychological safety, where employees feel care and trust their organization. By addressing the uncertainties HR flexibility becomes a tool to drive smoother transitions and address resistance to change (Hon et al., 2014). In sum, organizations with flexible HR systems observe smoother transitions and where employees not only accept change but actively involved in making transformation. Based on these arguments, we developed the following hypothesis;

***H<sub>2</sub>: HR Flexibility negatively influence the Innovative work behavior.***

### **2.4 Moderating Role of Self-Monitoring**

Self-monitoring strengthens the relationship between HR flexibility and innovative work behavior (IWB) by enhancing employees' ability to be adaptive in their actions with organizational landscape. High self-monitoring individuals are adaptive and accommodating that can adjust their behavior by following situational demands (Mill, 1984). Self-monitoring as personality trait makes them more responsive to the impacts made by flexible HR practices, such as work flexibility, adaptive role, job rotations and cross-functional tasks. This adaptability enables them to leverage from the open environment, where they can comfortably share and apply creative solutions and innovative work practices (Sulistiawan, Herachwati, Permatasari, & Alfirdaus, 2017). The norms of freedom and empowerment, drive them to engage in innovative practices that can leverage vitality and growth (Kudret, Erdogan, & Bauer, 2019). Hence, we may hypothesize the following;

***H<sub>3</sub>: Self-monitoring positively moderates the relationship between HR Flexibility to innovative work behavior such that the relationship will be stronger when self-monitoring is high.***

Self-monitoring potentially decreases the relationship between HR flexibility and resistance to change by enabling employees to feel secure to adapt change initiatives. High self-monitoring individuals can follow social and organizational cues, and adjust effectively with evolving changed dynamic (Day & Schleicher, 2006). HR flexibility is a way to make employee resourceful through training and development opportunities, role diversity, and work flexibility. The care and investment vested through HR flexibility establishes trust that has proved to be a cornerstone to help resistance to change. Self-monitoring employees, being adaptive in nature easily adopt new norms and follow transitions in pragmatic way (Nwanzu & Babalola, 2019). Such individuals view change as an opportunity to showcase their versatility and concern about organizational goals, and feel less threatened on account of changed work dynamics (Sulistiawan et al., 2017). Thus we hypothesize the following;

***H<sub>4</sub>: Self-monitoring negatively moderates the relationship between HR Flexibility to resistance to change such that the relationship will be weaker when self-monitoring is high.***

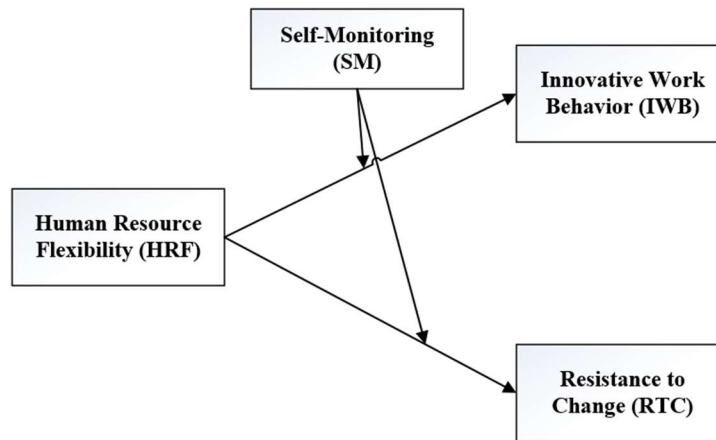


Figure 1. Research Model

### 3. Research Methodology

#### 3.1 Subjects and Participants

Keeping in view the nature of study, a media houses were selected being contextually relevant and significant. The study was confined to field staff, reporters, ticker operators, assignment editors, producers and other media workers in Islamabad and Rawalpindi area. All hierarchical levels were planned to approach to observe maximum variance. However, an employee had to pass through at least one performance appraisal and had at least bachelors' level of education, ensuring better comprehension of English.

#### 3.2 Procedure

The study was primarily questionnaire survey. HR departments of randomly selected media houses were approached for sampling frame. Employees were given survey questionnaires through postal and online mechanism. The study followed the temporal design. The data was collected at two different point of time separated by 30 days. The data for HR flexibility and self-monitoring was collected at t1 and data for innovative work behavior and resistance to change was collected at t2. A unique code was assigned to each part of the questionnaire for match making. A total of 500 questionnaires were distributed at t1. With consistent efforts the first wave was ended with 394 responses. For the second wave, 328 questionnaires were received. Around 18 questionnaires were inappropriately filled in so dropped from analysis. Ultimately 310 questionnaires were punched and analyzed through SPSS and SmartPLS.

To control social desirability bias and addressing the common method variance methodologically, all standard protocols were followed as prescribed by Podsakoff, MacKenzie, Lee, and Podsakoff (2003). For example, the questionnaire had a cover letter explaining the purpose of study and the measures to uphold anonymity of the respondents. A list of research team was also mentioned with complete contact detail of principal author to contact to discuss any ambiguity. The participation in the survey was entirely at the will of the respondents and they had a discretion to leave the survey at any point of time if faces any uncertainties. The time-lagged study itself provides a remedial measure to address common method bias. The authors couldn't observe any unusual happening or event that could affect or distort the perception of the respondents.



Demographic results in table 1 showed that majority of respondents (68%) were males and married (58%). Around 36% females participated the survey. In education category, around 37% of the respondents had bachelors (16 years) level of qualification followed by 42% of Masters (18 years) or above. A fairly balanced participation was observed in the age and experience category. Employees belonged to various age categories include 18-25 were 17.7%, 26-33 were 25.4%, 34-41 were 33.8%, 42-49 were 19.3% and 50 and above were mere 3.5%. Likewise, for experience profile of the respondents showed that less than 1 year were 10.0%, 1-3 years were 23.8%, 3-5 years were 29.6%, 5-10 years were 19.3% and more than 10 years were 17.0%.

**Table 1. Demographical Profile of Respondents**

	Items	Frequency	Percent
<b>Gender</b>	Male	198	63.7
	Female	112	36
<b>Qualification</b>	Less than Bachelors	59	19
	Bachelors	120	38.6
	Masters or Above	131	42.1
<b>Marital Status</b>	Married	181	58.2
	Single	125	40.2
	Other	4	1.3
<b>Age</b>	18-25	55	17.7
	26-33	79	25.4
	34-41	105	33.8
	42-49	60	19.3
	50 and above	11	3.5
<b>Experience</b>	Less than 1 year	31	10
	1-3 years	74	23.8
	3-5 years	92	29.6
	5-10 years	60	19.3
	More than 10 years	53	17

### 3.2 Measurement Scale

All the measures for study variables were adopted from the well tested sources. Likert-type scale was used to tap responses with different anchoring points as listed below;

**Table 2. Measures Detail**

S.No	Variable	Items	Dimensions	Sources
1.	HR Flexibility	21	Unidimensional	Way et al. (2015)
2.	Innovative Work Behavior	10	Unidimensional	De Jong and Den Hartog (2008)
3.	Resistance to Change	15	Unidimensional	Oreg (2006)
4.	Self-Monitoring	13	Unidimensional	Kudret et al. (2019)

#### 3.2.1 HR Flexibility

To tap HR flexibility the scale developed by Way et al. (2015) was employed with five anchoring points ranging from 1, strongly disagree, to 5, strongly agree. The scales signify 21 items in total

and four sub-dimensions such as Resource Flexibility in HR Practices (RFHRP): 05 Items, Resource Flexibility in Employee Skills and Behaviors (RFE): 04 Items, Coordination Flexibility in HR Practices (CFHRP): 04 Items; Coordination Flexibility in Contingent Worker Skills and Behaviors (CFCW): 04 Items, Coordination Flexibility in Employee Skills and Behaviors (CFE): 04 Items. Reliability of construct items was reported as " $\alpha = 0.877$ ".

### 3.2.2 Innovative Work Behavior

For innovative work behavior, a 10 items scale was adopted from the study of De Jong and Den Hartog (2008). All the measures were based on five the Likert scale with anchors 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The reliability was concluded as Cronbach's  $\alpha = 0.807$ .

### 3.2.3 Resistance to Change

Resistance to change measures were adopted from the study of Oreg (2006). Total 15 items were employed based on a seven-point Likert scale ranged from 1 (strongly disagree) to 7 (strongly agree). The reliability was concluded as Cronbach's  $\alpha = 0.858$ .

### 3.2.4 Self-Monitoring

A 13 items short version of the revised self-monitoring scale was adopted originally developed by (Lennox & Wolfe, 1984). The scale was based on six-point Likert scale ranged from 0 (certainly always true) to 5 (certainly). The reliability was concluded as Cronbach's  $\alpha = 0.777$ .

## 4. Results

### 4.1 Measurement Model

We also employed the confirmatory factor analysis (CFA) to ensure the construct validity of the measurement model. The core purpose to confirm that the model fit assessment was consistent with the empirical data. The CFA results showed an acceptable fit of measurement model. All the factor loadings were above .50. All it confirmed the further validity for the instruments. VIFs were all less than 1.5 which confirmed that the results are free from multicollinearity issues (see appendix).

**Table 3. Model Fit Summary**

	Saturated Model	Estimated Model
SRMR	0.067	0.068
Chi-Square	3422.366	3422.676
NFI	0.622	0.622

### 4.2 Descriptive Statistics, Correlations, and Reliabilities

Table 2 presents descriptive statistics, reliabilities and validities. Composite reliabilities (CRs) of all the variables were above the threshold value of 0.7, ensuring inter-item consistencies. Average variance extracted (AVE) was also above the recommended value of 0.5 level, confirming the convergent validities of the measures. Likewise, the AVE values were also higher than the maximum shared variance (MSV), it further confirmed the discriminant validity. Hair et al. (2006) suggested that the square root of the average variance extracted (AVE) for each construct should be greater than the correlations between the construct and any other constructs in the model. The inter-variable correlations were lower than the corresponding square roots of AVE, as result the discriminant validities of the constructs were ensured.



**Table 4. Fornell-Larcker Criterion for Discriminant Validity**

	Composite Reliabilities	HRF	IWB	RTC	SM
<b>HRF</b>	0.919	0.593			
<b>IWB</b>	0.842	0.554	0.59		
<b>RTC</b>	0.925	-0.263	-0.068	0.673	
<b>SM</b>	0.914	0.372	0.12	-0.415	0.671

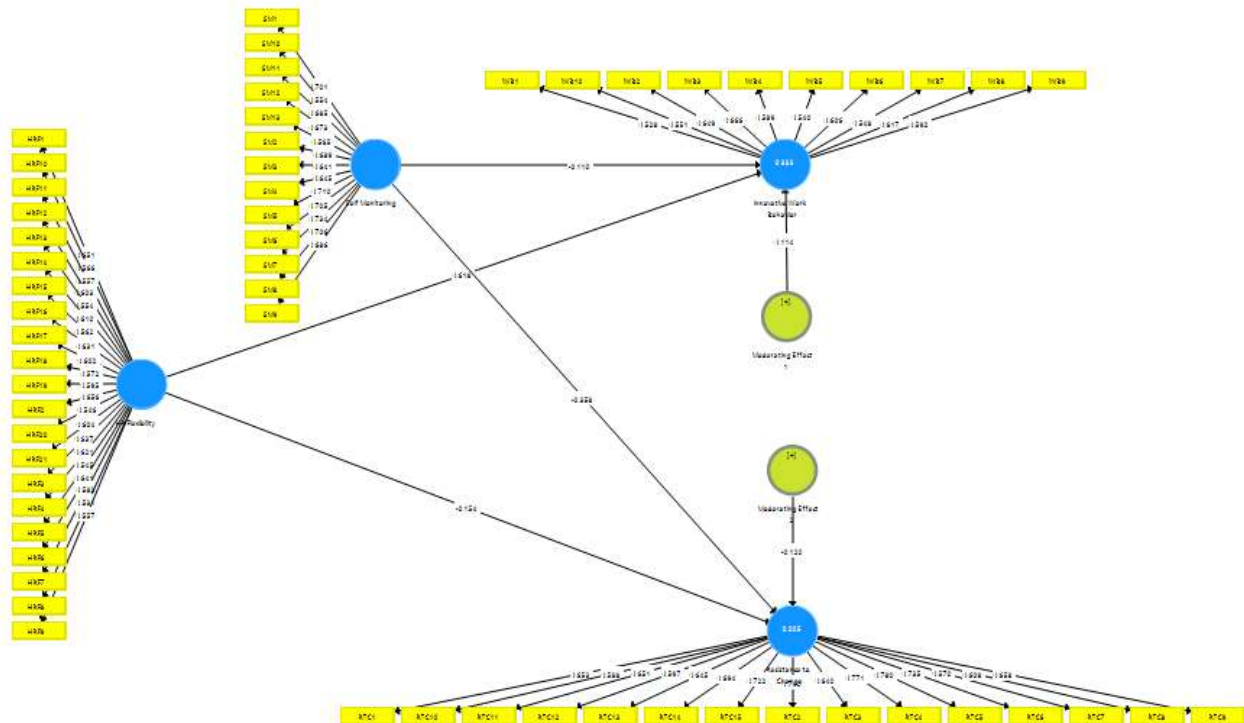
Note. HRF = Human Resource Flexibility, IWB = Innovative Work Behavior, RTC = Resistance to Change, SM = Self-Monitoring (SM)

The correlation analysis revealed significant relationships between the related variable. HR flexibility showed strong positive relationship with innovative work behavior ( $\beta = 0.54$ ,  $p < 0.001$ ), whereas strong negative relationship between HR flexibility to resistance to change ( $\beta = -0.24$ ,  $p < 0.001$ ).

**Table 5. Means, Standard Deviations, Correlations, and Reliabilities**

Variables	Mean	Std. Deviation	HRF	IWB	RTC	SM
<b>HRF</b>	4.01	0.52	0.90			
<b>IWB</b>	4.10	0.47	0.54**	0.91		
<b>RTC</b>	3.09	0.99	-0.24**	-0.05	0.79	
<b>SM</b>	3.71	0.77	0.36**	0.11	-0.38	0.91

\*\* Correlation is significant at the 0.01 level (2-tailed); HRF = Human Resource Flexibility; IWB = Innovative Work Behavior; RTC = Resistance to Change; SM = Self-Monitoring (SM).

**Figure 2. Structural Model**

### 4.3 Moderated Regression Analysis

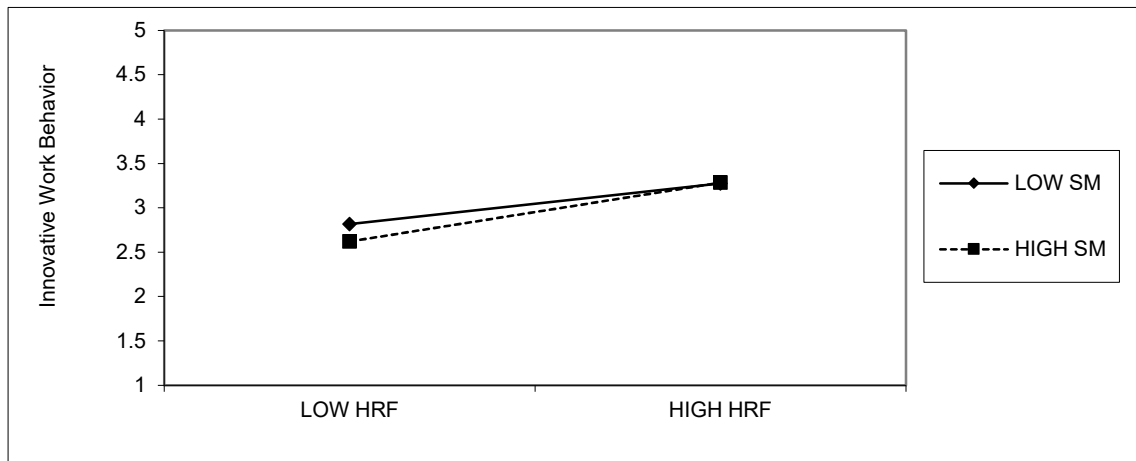
The purpose of the study was to know the direct effects of HR flexibility on innovative work behavior and resistance to change as well as to examine the moderating role of self-monitoring on the HR flexibility to innovative work behavior and resistance to change relationships. Multiple hierarchical regression was employed to test the hypothesis. Results confirmed HR flexibility as significant predictor to innovative work behavior ( $\beta = 0.491$ ,  $p < 0.001$ ), and significant negative predictor to resistance to change relationships ( $\beta = -0.465$ ,  $p < 0.001$ ). In addition, both interactions between the main effects and the moderator turned out to be significant on innovative work behavior ( $\Delta R^2 = 0.02$ ), and resistance to change ( $\Delta R^2 = 0.02$ ), confirming the moderating effect.

**Table 7. Moderated Regression Analysis**

Predictor	Criterion	$\beta$	SE	$t$	$p$	LLCI	ULCI	$R^2$
Interaction (HRFxSM)	IWB	0.13	0.05	2.76	0.01	0.05	0.21	0.32
Interaction (HRFxSM)	RTC	-0.31	0.11	-2.78	0.01	-0.49	-0.13	0.18

*Note.* HRF = Human Resource Flexibility, IWB = Innovative Work Behavior, RTC = Resistance to change, SM = Self-Monitoring (SM)

We further examined the interaction effects between the two main effects (i.e., HR flexibility to Innovative work behavior and resistance to change) and the moderator (i.e., self-monitoring).



**Figure 3. Moderation Graph (HRFxSM to IWB)**

First, self-monitoring significantly moderated the relationship between HR flexibility to Innovative work behavior (see Figure 2). The high self-monitoring group who perceived high HR flexibility indicated higher level of innovative work behavior.

Likewise, self-monitoring negatively moderated the relationship between HR flexibility to resistance to change (see Figure 3). The high self-monitoring group who perceived high HR flexibility indicated lower level of resistance to change.

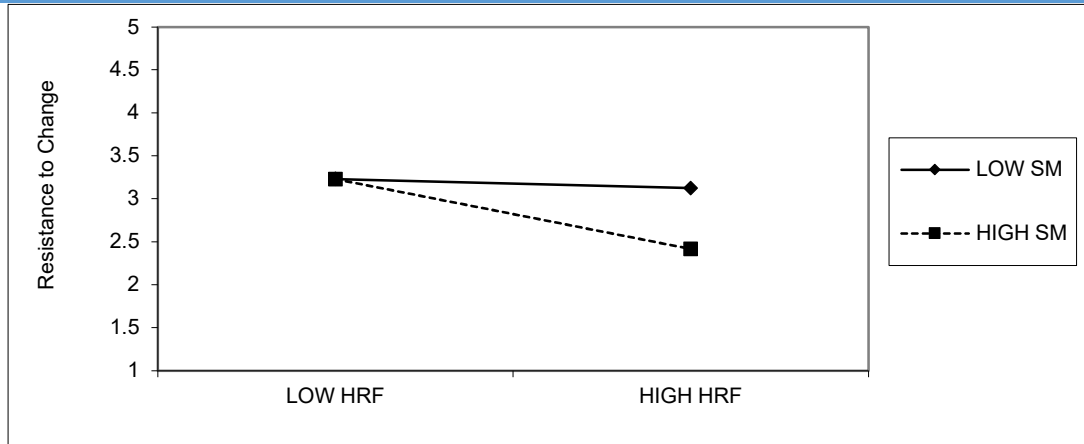


Figure 4. Moderation Graph (HRFxSM to RTC)

## 5. Discussion

Due the recent thrust on creativity and innovation, and the surge of right sizing and restructuring, our study attempted to examine the role of HR flexibly in influencing innovative work behavior and resistance to change. Studies examining the role of diverse HR practices have shown varying nature of results and lacked any consensus in extant research. Keeping in view the inconclusive nature of findings, our study further tested the moderating role of self-monitoring on the hypothesized relationship. The proposed model was tested on the context of media houses, where the innovative practices are not relevant but also important.

Results were generally in the expected direction. HR flexibility showed significantly positive relationship with innovative work behavior and significantly negative relationship with resistance to change. Self-monitoring was proved to be strong and significant moderator for both HR flexibilities to innovative work behavior and to resistance to change.

The role of HR flexibility in stimulating innovative work behavior (IWB) is crucial to foster a dynamic and progressive organizational environment Wojtczuk-Turek and Turek, (2015). HR flexibility, explicates a flexible work arrangement with focus on continuous improvement, plays a central role in encouraging employees' innovative capacities (Way et al., 2015). HR flexibility makes an organization more adaptive by particularly tailoring their human resource practices, policies, and structures aligned with altering internal and external conditions (Bhattacharya et al., 2005). By doing this, employees feel empowered and tend to engage in innovative behaviors and activities. Moreover, a flexible HR environment is a precursor to cultivates psychological safety, where employees comfortable take risk and test new ideas without being concerned about the aftermath (Zhao, Hu, Ahmed, & Huang, 2023). In essence, organizations with due focus on flexible HR practices nurture and environment of innovative work behavior, giving organization a competitive in competitive environment and helps in long term sustainability.

The relationship between HR flexibility and resistance to change is pivotal in managing transformation smoothly (Ketkar & Sett, 2009). HR flexibility, which comprises flexible work arrangements, continuous skill development, and dynamic job roles, help to address the resistance to change. Working under supportive HR systems, employees feel secured and empowered to handle n (Deng et al.)ew challenges (Way et al., 2015). Flexible HR practices keenly focus at open communication that foster trust and harmony (Bhattacharya et al., 2005). Employees are well aware about the need of change and actively involve in the transition process at all stages. It ultimately curtails the fear of unknown and uncertainty, the leading cause of resistance to change.

More importantly, the development process equips the employees in meeting the changed work demands that further eases the transition (Deng et al.; Hon et al., 2014). In nutshell, HR flexibility helps to boost adaptability by coping with the resistance and become a precursor to smooth transition and successful change initiatives.

Self-monitoring as a personality trait created a boundary condition for the relationship between HR flexibility and innovative work behavior (IWB) in a way that Individuals with high self-monitoring could comfortably adjust their depending on the expectations and environment (D. V. Day & Schleicher, 2006), letting it more responsive to flexible HR practices to exercise innovative work behavior (Sulistiawan et al., 2017).

On the contrary, low self-monitors, who are lacked the tendency to tailor their behavior based on external situations, may not fully take advantage of HR flexibility (Mill, 1984). Resultantly, lack in exercise innovative practices on account of HR flexibility. In nutshell, self-monitoring as personality trait augments the effects of HR flexibility on fostering innovation within the workplace.

Likewise, self-monitoring also moderates the relationship between HR flexibility and resistance to change, such that Individuals with high self-monitoring could easily mold their behavior following the norms of the environment (Heneghan et al., 2006). Their flexible personality provided an advantage to accept different role and follow changed policies and procedures, thus reducing their resistance to change (D. V. Day, Shleicher, Unckless, & Hiller, 2002). Flexible HR practices equip them with the support and resources to circumnavigate transitions smoothly. At the other hand, employees low at self-monitoring, find it hard to modify their behavior with respect to changed dynamics, and struggle to accept change that can be eased due to flexible HR practices (Panadero, Jonsson, & Botella, 2017). In sum, the high self-monitoring employee are better equipped to enjoy the influence of HR flexibility on reducing resistance to change, enabling effective and smoother organizational transitions (Dunford et al., 2013).

### **5.1 Theoretical Implications**

Our study contributed the current literature in different ways. First, the study supports the Resource-Based View (RBV) framework that explain the link between organizational resources and capabilities to achieve performance and competitive advantage. According to RBV, organizations can enjoy sustainable competitive advantage by harnessing the internal capabilities and processes. HR flexibilities provide a strong platform by implementing practices, policies, and strategies to adapt quickly and effectively to changing circumstance. It helps to give freedom to employee to exercise their creative thoughts and engage in innovative work practices. Likewise, the work flexibility helps to enhance trust that is considered to be a key factor to address resistance to change. In sum, our study supports the notion of resource-based view.

Second, the study examines the responses from organizations working under media sector. Due high proliferation of media houses and the serge of social media has influenced the media industry to adopt change and meet with latest dynamics. HR flexibility can have proved to be a factor to align with changed work environment. Lastly, the boundary condition created by self-monitoring also lend a support to personality factor that should be considered to make person-job fit.

### **5.2 Practical Implications**

Based on the findings of the study, following implications are presented for the practicing managers. Managers and policy makers should employe flexibly HR practices such as flexible work arrangements, remote work, flexible hours, or part-time roles as well as offering an ease to

redeploy across different roles or tasks based on organizational needs. It would help to cope with resistance in making transformation and encourage employees to exercise innovative work behavior. Hiring and employee development processes should also be employed to induct and nurture flexible personalities. It would augment the effect produce by HR flexibility on the work floors.

### 5.3 Limitations and Future Directions

Like other survey studies, our study also has a few limitations. The study was confined to media sector. Hence the findings may not be generalized to another sector. The survey and particularly cross-sectional research design of data collection also limit the causality.

To address these limitations, we recommend future researchers to test the model on other sectors including project organizations, educational sector and IT related firms. Longitudinal research design and temporal separation in collecting data can control the mythological variance. Lastly, the moderating role of emotional intelligence, psychological capital and work engagement may also be test to know the optimizing effects on HR flexibility to outcome relationships.

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