

# Conceptualization and Measurement of Human Resources Management Systems Functional Flexibility

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## ABSTRACT

The literature does not yet explicitly explain practical flexibility, despite its strategic relevance. Empirical investigations have reached different and often opposing findings based on several concepts and measurement methodologies. This study proposes a structure to define and measure functional flexibility in the field of human resource management. By classifying previous definitions as well as causative in the process, we will try to understand this word. In the first part of this essay we examine and argue the necessity for some practical flexibility in the administration of human resources operations, which helps the company adjust to changing environments. From this point of view, this talent is seen as an important source of competitive advantage. In order to expand more detailed research in this area, we propose a new functional versatility framework and measure model, based on our theoretical analysis. This design should be used as a basis for constructing a realistic scale for the evaluation of versatility. A possible path of study arising from this examination is mentioned in the concluding section of the report. We concentrate on examining how the development and utilisation of human resources is incorporated into flexible organising strategies for human reserves.

## Keywords

Flexibility, Functional flexibility, Measurement model, Strategic human resource management, Theoretical review.

## 1. INTRODUCTION

Pioneering studies like Steers, which supported flexibility as a criterion for measuring organisational success, have recognised the significance of adaptability. The values of flexibility for enterprises and the necessity of recognition and strategic management, both emphasise Suárez, Cusumano and Fine. Companies utilise resilience not just to respond to deviations but also to develop strategic benefits for instability, as several researchers pointed out. After analysing existing work, we identify several domains of operational flexibility. Research has examined factors including competitive strategies, production processes and organisational organisation in this respect [1–3].

We think that scalable human reserve management programmes allow the company, by following a planned opinion and by developing points of view, to generate fresh and valuable, distinctive and inimitable chances. If resources are hard to reproduce, they can create superior results, long-term competitive advantage and adaptive to changing conditions [4]. This approach also states that the capacity of a company to achieve and maintain a sustainable competitive edge is mainly dependent on the talents and skills of its human resources. In consequence, we may deduce how companies are both produced and enabled. Valle, Martin and Romero have explained the contextual changes that have resulted in the process of human resources management moving into a

more strategic position. As may be argued, all such advances show that adaptive human capital management systems are necessary [5].

## 1.1 Socioeconomic factors

As a result of two causes the population dynamics are changing: a decreased birth rate and an increase of life expectancy. There are major implications for human resource management in emerging populations. In this regard, the rise in quality of life and its impact on a longer life expectancy urge employees to defer retirement. Consequently, the staff of firms is comparatively elderly. Due to the decreasing birth rate, the involvement of fresh experiences, convictions and abilities is reduced by fewer young individuals in companies. The following socio-demographic changes that impact strategic management of human resources should be shown: [2] the cohabitation in the labour sector of people of all ages and [3] the emergence of non-domestic workers. [1] The increase of the involvement of women in the labour market. The population complexity of organisations is growing due to these socio-demographical trends, and management procedures need to be more diverse.

## 1.2 Pollical-Legal factors

A nation's social framework has a major impact on the competitive growth of companies. The position of the state in this respect, context and influence is particularly significant. Organizations need to adapt to the changes in this often instable socio-political context. In recent years, management has been critical in driving forward progressive workplace inequality policies. Such reforms have also had an important impact on decisions on human resource management, collective bargained and social welfare reforms.

## 1.3 Economic factors

Globalization implies an increase in foreign trade and the growth of multinational corporations that are generally needed for competition in foreign markets to reach the necessary level. These trends often require organisations that are more adaptable. The impact on human resource management were addressed, for example, by mergers and acquisitions. The authors claim that, because of the resulting company's redundancy of roles, it is a major consequence of this situation that there are increased redundancies and pensions. Thus, these procedures are considered by workers to be extremely risky and unsecure.

## 1.4 Technical dimensions

As a result of technical developments, organisations are now better able to build and sustain scalable systems. According to Konrad and Deckop, 'technological advances could also be organisation' companies must produce products quickly in order to remain competitive, which requires greater labour flexibility.

## 1.5 Operational dimensions

Organizational culture is reasons that have a stronger impact, a strategic advantage for an organization's climate and human resource management programmes are impacted. According to several researchers, organisational culture and management of human resources are intimately connected. An essential organisational component to recognise is also the degree of innovation shown by a company since improvements (technical or organisational) need people to acquire and renew their abilities. This would make organisations more nimble. The numerous work kinds that have emerged with the introduction of new technology require more adaptable personnel.

These aspects define a new human resource management framework that encourages companies to make a number of modifications to deal with changing situations. According to Patrickson and Hartmann, the majority of these improvements need flexible human resource management procedures [6–8]. As shown, earlier research continues to verify that human resource management has to keep a certain adaptability. In order to demonstrate the significance of diversity in thought, the company's capital-dependent perspective was utilised. In observational studies proposed by Bhattacharya, Gibson, and others, its implications were assessed for financial efficiency of firms. The literature on how the multi-faceted approach to human resources management is to be conceived remains split despite its significance. Different studies have characterised and measured it using different constructions, most of which are based on a part of its size. In light of this debate, the objective of the study is threefold: [1] describing functional versatility as a human resource administration concept; [2] recognising and defining its dimensions in addition to divisions; and [3] suggesting a scale. Functional flexibility, which may be shown on the following pages, is an integral operational skill. In this way, the organisation may create and maintain a competitive advantage that is sustainable and thereby increasing its effectiveness. As past research have shown, thus the study of their internal dynamics has to be intensified [9–11].

The paper consists of four sections. After justifying analysis and establishing the objectives to explain the theoretical and philosophical framework of versatility, we shall analyse the current literature in the second part and include an integrative functional coherence model, with its proportions and a number of stages. Finally, in the fourth section, we will analyse our findings to highlight weaknesses and future direction through theoretical analysis [12,13].

## 2. LITERATURE REVIEW

H. J. Huang et al. stated in this research that examines how the practises of human resources management may influence flexibility at work and how adaptive the workforce of a firm is. A standard questionnaire, including a measure of employee involvement used to assess workplace flexibility, has been completed by a random sample of managers from Taiwan's major plants. According to the data, both HRM and qualifications were very supportive of employee engagement. The consequences of the results are investigated. Although leaves are detrimental to the growth of a person's employment, our data demonstrate how helpful educational leaves are. The average promotion after school leaves is 3.41 and shows that companies, especially newer companies, tend to be friendly towards workers who take quite a while to go further education [14].

A. L. Kalleberg presented in organisational flexibility research, the link between numerical and functional flexibility should be studied. Sadly, the other tends to neglect investigations of each type of adaptability. In addition, there

are several flaws in the core paradigm, which is the most common understanding of the interplay between the two forms of versatility. The author analyses facts and weaknesses in the key periphery model of the agile company, as well as many potential ways to conceptualising how organisations could integrate practical and numerical flexibility. The author focuses on the USA and the UK, but also examines the facts and issues related to transnational organisational variability [15].

### 2.1. Functional Flexibility Conceptualization In Managerial Human Resource

#### 2.1.1. Administration Organizational Flexibility Described in Concepts

The broad diversity of definitions in the literature shows the difficulty of defining versatility. As Suárez et al. point out, organisational flexibility is not just a basic one but a versatile notion. In addition, it depends heavily on the background and the academic disciplines [16].

According to Upton [17], when it comes to flexibility, human resources are more essential than technological assets. The capacity of agile is, according to research, directly linked to the profitability of the firm. Bhattacharya et al. claims that human capital versatility is linked to a company's strategic edge expressed in competitiveness, sustainable and cost management reliability. This means that flexibility improves labour efficiency, moral and intellectual asset growth which adds to an organization's competitive advantage path. As a result, operational consistency is being encouraged to help the group [18].

After a literary research, we have found that different academics have used different terms to describe this flexibility. All words used to define the flexibility of Labour, human capital, administration of human resources and strategic management of human resources. Some academics have admitted that the interpretations given are inconsistent and unclear. Human resilience is on the other hand a predictor of reaction and adaptation to the changing circumstance [19]. various human resources are characterised as changes in the amount and quality of employees of a firm according to changing conditions in the environment. According to Wright and Snell, flexibility in the management of strategic human resources has two senses: [1] the integration of different skills and conducts; and [2] the ability to integrate the management of human resources in order to adapt it to the demands of the moment.

The many conceptions indicate that, despite their apparent relationships, various parts of the construction of versatility were stressed. In order to incorporate an integrative meaning [1] employee skills, [2] employee engagement and devotion and [3] employee management activity, the examination of three major aspects that were raised in former meanings will be necessary. The next section presents an integrative construction termed polyvalence in the strategic management of human resources, which aims to include all aspects of the project [20–22].

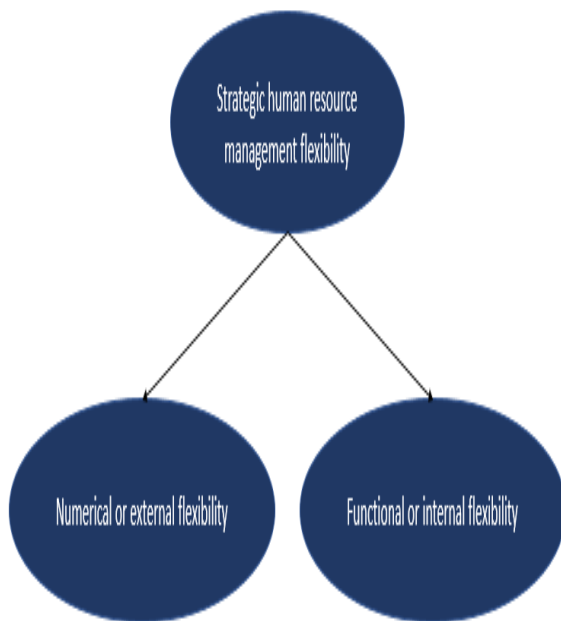
#### 2.1.2. In Strategic Human Resource Management, there are Many Types of Flexibility

They started by differentiating both exterior and internal versatility. In this case, qualitative (or functional) flexibility is separated from quantitative (or digital) flexibility. The capacity to adjust to the same workforce alludes to inner resilience. External flexibility shall be the willingness of a firm to include new employees. On the other hand, quantitative (or numerical) polyvalence is a result of disparities in volume testing when the skills of employees are

taken into consideration. From the combination of the types given above, four potential divisions may be developed: [1] internal-quantitative, [2] internal-qualitative, [3] external-quantitative, and [4] external-qualitative.

Ideas like the modular business of Atkinson simplify the situation believing that several types or dimensions may be separated into human resources management. Both these aspects were named in several respects: internal and external flexibility; shifting and rigid flexibility; job-based flexibility and partnership-oriented flexibility are both functional and numerical indicators.

The first is focused on the intimacy of the firm and stressed the use of human resources, the second relates to the numeric arrangement of employees and emphasises the recruitment and termination processes existing on the job market. The first is based on two categories. In the study carried out in accordance with the above, the authors suggested that the definition of labour flexibility comprises a range of strategies and actions for human resource management to be split shows the many meanings of the authors for these two groups. Functional (or internal) flexibility may be described as a state that calls for the expansion of employee capabilities and competences to allow them to fulfil various responsibilities, as well as changes in the competitive environment of the firm, as well as new needs. Furthermore, the ability to alter workplaces, working hours and wage rates is numerical (or external).



**Figure 1: Strategic human resources management flexibility is categorised into many groups**

The scientists believe that kinds of polyvalence are mutually incompatible, as only firms pick one. Additional academics have clarified on the other hand how they can be utilised simultaneously.

**Table 1: Description of the types of strategic route for human resources**

Categories Flexibility of Human Resources Strategic Direction		
Mentions	Flexibility, Either Internal or Functional	Flexibility, Either External or Numerical
Atkinson	Employees' ability to perform a range of duties. Adaptability to be delegated to multiple roles	Adjustment of the amount of jobs that may be performed with, e.g., variable hours or part-time workers (internal numerical flexibility), or contract employees or temporary employment, for example (external numerical flexibility)
Volberda	Capability to broaden the range of expertise available to employees	Capacity to shift staff size in response to market changes
Huang and Cullen	Adaptability of the organization's employees to cope with unforeseen situations and incidents that necessitate innovation and initiative	Power of the company to change the number of staff in compliance with its special circumstances
Kalleberg	Employee capability upgrades to allow them to perform a range of tasks and engage in decision-making	Cost cuts was accomplished by limiting the number of employees employed
Roca-Puig <i>et al.</i>	The corporation's efforts to integrate and improve workers' talents and abilities so that they can be transferred to different positions or divisions within the company.	Capacity to modify the number of employees on the job rapidly and easily in response to increases in demand.

The only way of minimising labour respect is to utilise numerical or external versatility; in labour rights there are basic forms of versatility, which constitute the basis for employer-employees relationships. On the other side, the objective is to increase efficiency with respect to functional flexibility. Previous research focused on the first kind of polyvalence (numerical or external), but more study seems necessary in order to completely understand the consequences of practical flexibility. The rest of the essay would therefore focus on managing human resources and examine the special elements.

### 2.1.3. Functional Flexibility Dimensions

Various ways of describing functional flexibility. However, as has already been said, they all focus on internal concerns and study the deployment of human resources to meet business demands. Several academics used the resource-based perspective to broaden the notion of practical polyvalence. The author suggests that company tools are multifaceted, as

they supply new commodities. As instruments, for example, can be employed in a range of circumstances without changing the company with appropriate flexibility. Students still have to agree on the measurements that define practical adaptability.

### 3. DISCUSSION

The literature does not yet explicitly explain practical flexibility, despite its strategic relevance. Empirical investigations have reached different and often opposing findings based on several concepts and measurement methodologies. This study proposes a structure to define and measure functional flexibility in the field of human resource management. We shall try to explain this word both by meanings and the input of a conceptualisation. We talk and argue in the first half of this essay, which helps the organisation's capacity to adapt to developing environment, the necessity for some practical flexibility in human resources management procedures. From this point of view, this talent is seen as an important source of competitive advantage.

In order to expand more detailed research in this area, we propose a new functional versatility framework and measure model, based on our theoretical analysis. This design should be used as a basis for constructing a realistic scale for the evaluation of versatility. A possible path of study arising from this examination is mentioned in the concluding section of the report. We focus on examining how the identification and utilisation of human resources may be integrated into flexible approaches of personnel management. These scientists suggested that the multi-faceted approach was included in the firm structure in a number of ways. Functional flexibility are defined as having three main areas: [1] human resources management activities, [2] employee capacity and [3] conduct.

Firstly, diversity activities and tactics of human resource strategies are customised to different conditions or organisational roles. The velocity of this procedure in this regard is very crucial to observe. On the other side, flexibility of capabilities relates to the many ways of using the talents of staff. Resilience of employee activity is the degree to which employees possess a broad variety of behavioural texts that can be adjusted to situations-specific requirements. As shown in Figure 2, our strategy takes into account two elements of versatility: [1] flexible HR operations and [2] flexible intellectual resources. The capacity and diversity of our employees, as specified in our model as an under-dimension of flexibility in human resources, as mentioned below.

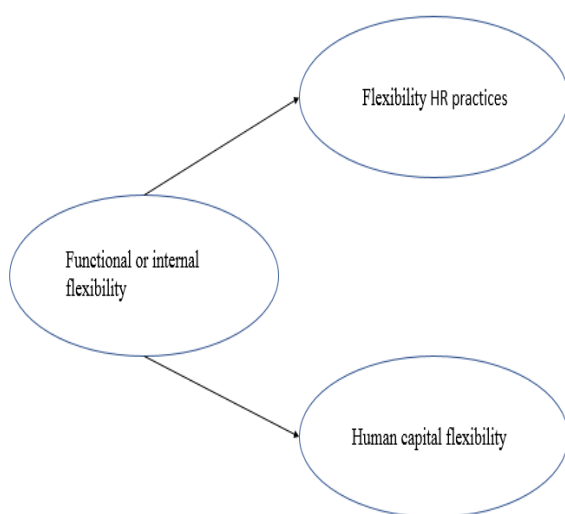


Figure 2: Illustrating the Functional Flexibility Dimensions

### 4. CONCLUSION

Organizational flexibility is an essential part of organisations in the 21st century. Corporations should face the variety of the challenges described in the introduction in the strategic environment. In order to ensure operational flexibility, as we have seen in this study, any internal components of the organisations need to be updated.

In this study, a wide definition of flexibility was proposed which is particularly beneficial in the field of strategic human resources management since flexibility is emphasised. In this context, the study contributes to the past debates: the update and clarification of the words used for the definition of organisational flexibility in the domain of human resources.

Future research should concentrate on verifying the measuring scale for the above-mentioned versatile structure. This results in a contribution to the literature from the suggested model check. A survey can also be carried out on the benefits and disadvantages of the scale vs. present.

As an important negative from this research was the lack of knowledge by ambidextrous organisations, a further possible future approach would be a closer look at this subject. Organizations are agile in responding to advances according to literature, and are thus looking for new opportunities and opportunities for employment while still effective in operations. In this field of research

We may further examine each of the subfields of practical flexibility to complete the theoretical model presented. Here, versatility in human resources is included: variety in skill, flexibility in conduct, flexibility in practise and flexibility in the practise of human resources promoting flexibility are other instances of flexibility. In view of its possible strategic influence, the adaptability of human-resource strategies is purposefully designed to create flexibility. This is a strategy bundle designed to create fresh intellectual resources using a number of ambiguous and difficult methods. That is, implementing human resources strategies that safeguard the firm from dangers by developing knowledge, competences and so on to maximise possible opportunities.

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