

Research on the impact mechanism of flexible human resources management on the civic behavior of employee organizations

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Abstract: In the Uka era characterized by changeability, instability, complexity and ambiguity, the traditional organizational form and management model are bound to be changed. How to stimulate employee enthusiasm and improve organizational performance through effective human resources management practice needs to be further explored. Based on the theory of social exchange, this study explores the influence mechanism of flexible human resources management on the citizen behavior of employees' organizations, and analyzes the intermediary role of psychological contracts and the regulatory role of organizational identity. The results show that flexible human resources management helps to promote employees to show organizational citizenship behavior. Psychological contracts play an intermediary role in flexible human resources management and employee organizational civic behavior, and organizational identity positively regulates the intermediary role between psychological contracts and employee organizational civic behavior. The research results enrich the effects of flexible human resources management on individuals.

1. Introduction

We are in an era characterized by "digitalization" and "artificial intelligence". While big data promotes the rapid development of society and economy, enterprises are also facing a series of challenges. Human resources management plays an indispensable role in enterprises. The ever-changing and competitive market environment requires enterprises to use a more flexible and efficient human resources management model to obtain and deploy organizational human resources to improve the organization's adaptability and adaptability to meet unknown challenges^[1]. Flexible human resources management emphasizes flexible design and rapid response, which has attracted the attention of the theoretical and practical circles.

At present, the research on flexible human resources management is still in its infancy^[3] and there is a relatively lack of research on its effects. In previous studies, most of them were concentrated at the organizational level. For example, Mei Shengjun^[1] pointed out that flexible human resources management can promote the exploration and development activities of

enterprises to optimize strategic entrepreneurial action strategies to improve the performance of high-tech enterprises. Yan Dan and other research shows that in a dynamic environment, flexible-oriented human resources enables enterprises to achieve low Change cost, achieve the effect of quickly responding to market and technological changes, thus have a significant positive impact on the long-term performance of the enterprise^[2];Ye Yijiao and other research points out that flexible human resources management practice expands the organization's human capital stock, improves the deployment efficiency of employees, thus improving dynamic ability and dynamic ability. Improve organizational technological innovation by matching with technical variability^[3]. At the individual level, Zheng Yaqin and other studies pointed out that flexible human resources management will show significant differences in employee psychological contract satisfaction due to employees' personal characteristics - different learning goal orientation and adaptability^[4];Baland De Lang^[5]through the discussion of flexible human resources management for different ages Employees' work dedication and work performance lead to flexible human resources management to enable employees to show more work input, thus improving work performance. In summary, the research on the effect of flexible human resources management is still relatively scarce. Therefore, as shown in the model in Figure 1, this study is based on the theory of social exchange. Flexible human resources management is selected as an independent variable, psychological contract as an intermediary variable, employee organization citizen behavior as the result variable, and organizational identity as a regulatory variable between psychological contract and employee organization citizen behavior to try to examine flexible people. The mechanism of force resource management and employee organization of citizen behavior. Flexible human resources management is a series of human resources management practices aimed at developing employees' knowledge and skills and deploying employees quickly and effectively^[7]. Organ^[8]defines organizational citizenship behavior as the individual wishes of employees, which has nothing to do with the formal requirements of the organization and the formal reward system. It is beneficial to the organization and helps to improve the effectiveness of employees' conscious individual behavior. Psychological contracts mainly refer to implicit and informal expectations between organizations and employees^[9]. The psychological contract is informal, implicit, subjective and dynamic^{[10][11]}, which is mainly based on the employee's personal perception of the organizational state^[13]. Organizational identity reflects the individual's sense of meaningful connection between the individual and others and the surrounding social environment by capturing a psychological state. This study believes that organizational identity represents the consistency between employee values and organizational values^[14]. According to the principle of reciprocity of social exchange theory, when employees perceive that the organization has made changes and efforts to meet their own needs, employees will make some behaviors that are beneficial to the organization as a reward to the organization^[16]. This provides a strong explanation for exploring the relationship between flexible human resources management and employee organization and citizen behavior.

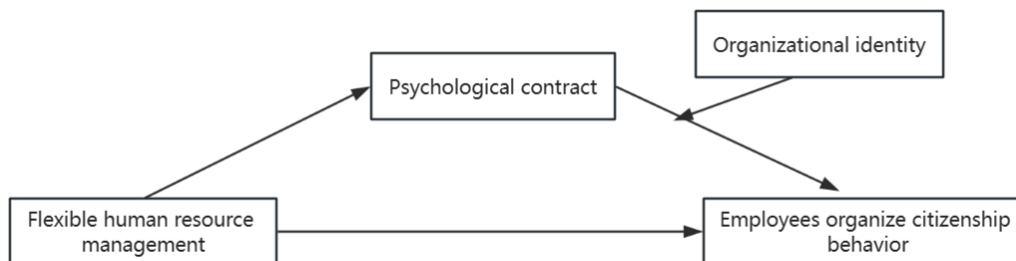


Figure 1: Research model

2. Research assumptions

2.1 The relationship between flexible human resources management and citizen behavior of employee organizations

Flexible human resources management is developed on the basis of flexible adaptation of human resources^[1]. It refers to the consistent human resources management practices within the organization, which enable enterprises to widely acquire and develop human resources and quickly and effectively redeploy these resources^[7]. On the basis of Sanchez^[15] dividing flexibility into two dimensions: resource flexibility and coordination flexibility, Chang et al.^[7] divides the flexible human resources system into two subsystems: resource flexibility orientation and coordination flexibility orientation. The resource-oriented flexible human resources management system is a series of human resources management practices that enable enterprises to obtain and develop human resources; the flexible human resources management system for coordination is the practical scope of human resources management that enables companies to quickly and effectively redeploy these resources.

Katz and Kahn^[19] proposed that super-role behavior means that specific work cannot be specified or required in advance. Bateman and Organ^[17] formally put forward the concept of organizing civic behavior for the first time based on these behaviors. Organ^[17] defines organizational citizenship behavior as the personal will of employees, which has nothing to do with the formal requirements of the organization and the formal reward system system. It is beneficial to the organization and helps to improve the efficiency of employees' conscious individual behavior. Podsakoff et al.^[20] divide organizational citizenship behavior into seven dimensions: helping behavior (voluntarily helping others to prevent work-related problems), sportsmanship (not complaining, maintaining optimism, willing to sacrifice their personal interests for the benefit of the working group), organizational loyalty (even if not Maintain commitment to the organization under favorable conditions), organizational compliance (strict compliance with the rules, regulations and procedures of the organization and internalize acceptance), personal initiative (insist on completing the work with extra enthusiasm and hard work, voluntarily assume additional responsibilities to improve personal tasks or organizational performance creativity and innovation), civic virtues (Actively participate in organizational governance, monitor opportunities and threats in the internal and external environment, and pay attention to the best interests of the organization), self-development (voluntary behavior of employees to improve their knowledge, skills and abilities).

The theory of social exchange proposes that all human behaviors are governed by some kind of exchange activity that can bring rewards and rewards^[16]. According to the "principle of reciprocity" of social exchange theory, when employees perceive that the organization meets their material, spiritual, psychological and other needs, they will voluntarily make behaviors that are beneficial to the organization and can improve organizational efficiency in return. The practice of human resources management based on the perspective of social exchange theory is regarded as the organization's official commitment and investment to employees^[18]. Empirical studies have shown that human resources management practice and organizational civic behavior complement each other, that is, if the organizational human resources practice meets the needs of employees, employees show more organizational citizenship behavior as a reward to the organization^[21]; the enterprise's insufficient investment in employees will cause the reduction of employees or direct refusal to show Organize civic behavior^[22]; and when employees feel that the organization has fulfilled its commitment, it is more likely to produce extra-of-role behavior that contributes to the organization^[23]. Flexible human resources management is a series of human resources management

practices aimed at developing employees' knowledge and skills and quickly and effectively deploying employees^[7]. By providing employees with more opportunities to improve motivation, ability and work efficiency^[24], it provides employees with the resources they need to meet their work needs^[5]. It is perceived that the organization has invested in it and realized the organization's promise that the thief will show the organization's civic behavior in return to the organization. Therefore, this study proposes:

H1: Flexible human resources are positively affecting employees' organizational citizenship behavior.

2.2 Flexible human resources management and psychological contract

The psychological contract was first proposed by organizational psychologist Argyris^[9] in the book *Understanding Organizational Behavior*, which mainly refers to the implicit and informal expectations between organizations and employees. Levinson^[25], Schein^[26], Kotter^[27] all follow the view of Argyris, believing that the psychological contract is a two-way expectation between the organization and the individual, that is, to define the psychological contract from a broad perspective. From a narrow point of view, Rousseau^[30] believes that the psychological contract is an individual's belief in the responsibility and obligation between the organization and the employee, emphasizing the employee's understanding of organizational responsibility and their own responsibility^[10]. This article follows the definition of a narrow psychological contract, and believes that the psychological contract is based on the employee's belief in the mutual responsibility and business between the organization and the employee based on employee perception.

The psychological contract is informal, implicit, subjective and dynamic^{[10][11]}, which is mainly based on the employee's personal perception of the organizational state^[13]. Turnley and Feldman^[31] believe that the psychological contract of employees is composed of three aspects: one is the specific commitment made to them by the organization's agents, the other is the employee's perception of organizational culture and daily practice, and the third is the employee's special (often idealized) expectations for the operation of the organization. Therefore, in the process of establishing a psychological contract, the role of the organizer cannot be ignored. Human resources practice conveys commitment and future intentions in the name of the organization through recruitment practice, reward practice and development activities^[13]. Guzzo and Noonan^[29] define human resources practice as communication between organizations and employees. Aggarwal and Bhargava^[11] pointed out that organizational communication plays a vital role in the formation and evaluation of employee psychological contracts. How employees interpret and understand human resources practice will affect their psychological contract with employers^[29]. In summary, the enterprise's human resources management practice will affect the psychological contract of employees^[11]. Flexible human resources management is a human resources management practice that enables enterprises to widely acquire and develop human resources and quickly and effectively redeploy these resources^[7]. This article believes that flexible human resources management has a positive impact on the formation of employee psychological contracts. And put forward the hypothesis:

H2: Flexible human resources management has a positive impact on employee psychological contracts

2.3 The intermediary role of psychological contract

2.3.1 Psychological Contract and Organizational Civic Behavior

According to the principle of reciprocity of social exchange theory, when employees perceive

that the organization has made changes and efforts to meet their own needs, employees will make some behaviors that are beneficial to the organization as a reward to the organization^[16]. When employees perceive the balance between the contribution to the organization and the benefits obtained from the organization, they will show the behavior of organizational citizenship that is conducive to the development of the organization and the improvement of efficiency in return^[32]. Turnley et al.^[31]empirical research results show that there is a significant positive correlation between the performance of psychological contract and employee performance and organizational citizenship behavior; Yu Chen^[34]through an empirical survey of 159 employees, the research results show that the organization to perform the psychological contract of employees to the greatest extent can significantly improve the group of employees. In summary, this article believes that the performance of the psychological contract has a positive impact on the performance of the citizen behavior of the employee organization. Therefore, a hypothesis is put forward:

H3: Psychological contract positively affects employee organization's civic behavior

2.3.2 The intermediary role of psychological contract

Settoon et al.^[34]pointed out that the organization's positive and beneficial actions against employees are conducive to the establishment of high-quality exchange relationships, and employees obtaining different forms of resources and support from each exchange relationship will reward the organization in a positive and beneficial way. As a human resources management practice, flexible human resources management focuses on various aspects such as employee individual motivation and development. For example, taking action based on employees' suggestions and feedback is for employees to feel more work autonomy^[36], and provide employees with cross-functional training activities according to the dynamics of the external environment and expand The knowledge of employees and enrich the diversity of employees' skills^[7]. When employees feel that the organization attaches importance to their own cultivation and development, a psychological contract will be formed. At this time, employees will feel the responsibility to repay the organization by fulfilling their obligations to the organization^[36], that is, the positive and meaningful actions of the organization to employees will promote employees to generate non-predetermined behavioral motivations to repay the organization, such as show the behavior of organizing citizens.

According to the theory of social exchange, employees' investment in work and the return to the organization will be consistent with the organization's contribution that employees feel. Flexible human resources management emphasizes the flexibility of human resources practice, that is, to enable employees to master a variety of skills through training and job rotation^[4], which strengthens employees' understanding and integration of knowledge and skills in different fields^{[3][7]}. At the same time, employees have been exposed to different tasks and colleagues during the deployment process, forming a good interpersonal interaction. Flexible human resources management enables employees to choose according to their own needs^[4]by providing diversified skills and appropriate human resources measures, which meets employees' own development and emotional needs. The organization establishes a psychological contract between employees through flexible human resources management. In order to repay the organization, employees will not only show their dedication and hard work, but also increase their own organizational citizenship behavior^[37]. In summary, this paper puts forward research assumptions:

H4: Psychological contract plays an intermediary role in the relationship between flexible human resources management and employee organization and citizen behavior.

2.4 The regulatory role of organizational identity

Ashforth and Mael^[39] believe that organizational identity is a special form of social identity from the perspective of social cognition according to social cognitive theory. It also defines organizational identity as an individual's perception of group identity or sense of belonging, which reflects the individual's recognition and consistency of organizational values. Organizational identity reflects the identity that the individual meaningfully connects the individual with others and the surrounding social environment by capturing a psychological state^[40]. This article believes that organizational identity represents the consistency of employee values and organizational values^[41]. Through organizational identity, the identity boundary between individuals and organizations becomes blurred^[42]. Previous research shows that organizational identity also affects employee behavior and employee attitudes towards the organization^[42]. Individuals with a high sense of organizational identity are more likely to contribute to the whole organization by taking actions that benefit the whole organization to achieve organizational goals^[45]. Organizational identity will allow employees to identify the organization's goals as their own goals. For people with a high sense of organizational identity, they may contribute to the organization by improving organizational effectiveness through out-of-role behavior^[43]. Christ et al.^[43] conducted an empirical study of 447 German primary and secondary school teachers through questionnaires, and the results showed that organizational identity is a decisive factor in the civic behavior of employee organizations. In addition, previous empirical studies have also proved that people with a high sense of organizational identity will show more organizational citizenship^[44]. Therefore, this article believes that when employees feel that the organization implements flexible human resources management to cultivate and improve their basic quality and ability, under the effect of high organizational identity, employees will show more organizational civic behavior to promote the development of the organization. Combined with the intermediary effect of the aforementioned psychological contract between the flexible human resources management and the citizen behavior relationship of the employee organization, this study infers that when the employee organization has a high sense of identity, the intermediary effect of the psychological contract will be higher. Therefore, put forward the hypothesis:

H5: The sense of organizational identity positively regulates the intermediary effect between the psychological contract and the employee organization's civic behavior.

3. Research methods

3.1 Survey sample

This study uses the questionnaire method to collect questionnaire data online from January 2024 to February 2024. The data is collected by employees of enterprises and institutions. After filling in the questionnaire, a certain reward will be provided after review. Finally, a total of 159 valid questionnaires were obtained in Beijing, Shanghai, Sichuan and other places. In the sample, 107 women, accounting for 67.3%; 52 men, accounting for 32.7%; in terms of age, mainly concentrated in 20 to 30 years old, accounting for 56%; in terms of working hours, the age of entry is concentrated in less than five years, accounting for 83.6%; in terms of academic qualifications, there are 24 in high school and below. People, accounting for 10.1%, 41 junior college students, accounting for 25.8%, and 94 undergraduates and above, accounting for 59.1%.

3.2 Measurement tools

This study adopts the mature scale at home and abroad. All scales are measured using the Rickett

5-point scale, 1 means very disagree, 5 means very agree.

Flexible human resources management: adopt the 11-question scale developed by Chang and others. Typical measurement questions are such as: "The company uses a wide range of designed work to enable employees to acquire various skills", "The company uses an organization-based compensation system to achieve effective and rapid redeployment of employees"^[7]. In this study, the Cronbach's coefficient of the scale is 0.898.

Psychological contract: using the 8-question scale developed by He Jianwen, typical questions such as "I feel that I recognize and maintain the culture and image of the organization" and "I can feel the company. Respect, care, personnel support and reasonable requirements", etc. In this study, the Cronbach's coefficient of the scale is 0.855.

Organizational recognition: The six-question scale of Ashforth & Mael is used. Typical questions are such as "When the news media criticizes my company, I will feel embarrassed", "When I hear others criticize my company, I feel like I am criticizing myself"^[39], etc. In this study, the Cronbach's coefficient of the scale is 0.853.

Organize citizen behavior: adopt the 7-question scale developed by Xiao Xiang, typical questions such as "I take the initiative to help others solve work problems", "I abide by the rules and regulations and exceed the company's requirements"^[21]. In this study, the Cronbach's coefficient of the scale is 0.870.

3.3 Data analysis

This study uses SPSS 26.0 for Harman single-factor test, descriptive statistics, correlation analysis and regression analysis for hypothesis test. Use AMOS 24.0 for verification factor analysis and distinguishing validity test.

4. Research design and method

4.1 Common method deviation test

This study uses Harman single-factor method to test the common method of deviation of sample data. The results show that the KMO value of the sample data is 0.881, and the Bartlett spherical test is significant. There are 6 factors with extracting eigenvalues greater than 1, and the maximum factor variance interpretation rate is 32.99%, less than the judgment standard is 40%, so there is no serious common method deviation in this study.

4.2 Distinguishing validity test

Table 1: Results of confirmatory factor analysis (N=159)

Results of confirmatory factor analysis						
Model	Factor structure	χ^2/df	IFI	TLI	CFI	RMSEA
Four-factor model	F1, F2, F3, F4	1.613	0.919	0.907	0.918	0.062
Three-factor model	F1+F2,F3,F4	2.561	0.792	0.764	0.788	0.099
Two-factor model	F1+F2+F3,F4	2.889	0.745	0.715	0.742	0.109
Single factor model	F1+F2+F3+F4	3.24	0.697	0.662	0.692	0.119

Note: F1, F2, F3 and F4 stand for flexible human resource management, organizational identity, psychological contract and employee organization respectively

Further, this study analyzes the verification factors of four variables: flexible human resources management, organizational identity, psychological contract and employee organization citizen

behavior. The results are shown in Table 1. Compared with the one-factor, two-factor and three-factor models, the four-factor model has the best fit ($X^2/df=1.613$, $IFI=0.919$, $TLI=0.907$, $CFI=0.918$, $RMSEA=0.062$), indicating that the four variables have Good distinguishing validity.

4.3 Descriptive statistics and related analysis of various variables

Table 2 shows the descriptive statistics and related analysis of each variable. The results show that flexible human resources management and psychological contract ($r=0.494$, $p<0.01$) and employee organization citizenship behavior ($r=0.496$, $p<0.01$) are significantly positively correlated, and psychological contract and employee organization citizenship behavior ($r=0.628$, $p<0.01$) are obvious. It is related. The above results are consistent with the direction of this research hypothesis, which provides support for further verification of the hypothesis.

Table 2: Descriptive statistics and correlation analysis (N=159)

Variable	Mean value	Standard deviation	1	2	3	4	5	6	7	8
1. Age	2.330	0.990	1							
2. Education Background	4.440	0.932	-0.034	1						
3. Gender	1.670	0.471	-0.285**	-0.074	1					
4. Years of work	1.740	0.909	0.685**	0.195*	-0.332**	1				
5. Flexible human resource management	3.809	0.572	0.110	0.164*	-0.037	0.206**	1			
6. Organizational identification	3.698	0.634	0.126	0.094	-0.018	0.162*	0.408**	1		
7. Psychological contract	3.744	0.548	0.046	0.098	0.106	0.129	0.494**	0.605**	1	
8. Employees organize civic behavior	3.832	0.571	0.111	0.256**	0.023	0.198*	0.496**	0.607**	0.628**	1

Note: ** at 0.01 level (double tail), the correlation was significant; * In class 0.05 (double tail)**

4.4 Hypothesis test

Table 3: Results of regression model calculation (N=159)

Predictor	Psychological contract				Employees organize citizenship behavior							
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
	b	SE	b	SE	b	SE	b	SE	b	SE	b	SE
Working years	0.120	0.069	0.061	0.062	0.102	0.070	0.044	0.063	0.013	0.055	0.040	0.051
Age	-0.022	0.062	-0.018	0.054	0.021	0.062	0.025	0.056	0.035	0.048	0.017	0.045
Sex	0.193	0.097	0.173	0.086	0.127	0.099	0.107	0.088	0.017	0.077	-0.005	0.072
Educational background	0.041	0.049	0.005	0.043	0.143**	0.049	0.108*	0.044	0.105*	0.038	0.108*	0.035
FHRM			0.461***	0.069			0.450***	0.070	0.210**	0.069		
PC									0.521***	0.071	0.388***	0.073
OI											0.308***	0.062
PC×OI											0.251*	0.073
R ²	0.048		0.265		0.098		0.290		0.688		0.549	
Adjusted R ²	0.023		0.241		0.075		0.266		0.474		0.528	
F	1.948		11.057***		4.196**		12.475***		22.823***		26.279***	

Note: *** $p<0.001$, ** $p<0.01$, * $p<0.05$. b stands for non-standardized coefficient; SE stands for standard error. FHRM= Flexible human Resource management; PC= Psychological contract; OI= Organizational identification.

Test of main effect and intermediary effect. This study uses SPSS 26.0 to test the hypothesis. The test results are shown in Table 3. The first hypothesis is that flexible human resources are positively affecting the behavior of employees' organizations and citizens. The second hypothesis proposes that flexible human resources management has a positive impact on employees' psychological contracts. Model 3 and Model 1 first test the impact of demographic variables (working years, age, gender, education) on employee organization's civic behavior and psychological contracts. Model 4 and Model 2 test the impact of flexible human resources management on employee organization and citizen behavior and employee psychological contract on the basis of controlling demographic variables. The results show that flexible human resources management has a significant positive impact on the citizen behavior of employee organizations ($b=0.450$, $SE=0.070$, $P<0.001$) and a

positive impact on the psychological contract ($b=0.461$, $SE=0.069$, $P<0.001$). Therefore, hypothesis one and hypothesis two are supported. Assumption 3 proposes that the psychological contract positively affects the citizen behavior of employees' organizations. The results of model 5 show that the psychological contract has a significant positive impact on the civic behavior of employee organizations ($b=0.521$, $SE=0.072$, $P<0.001$). Assumption three is supported. In order to examine the intermediary effect of psychological contracts between flexible human resources management and employee organization and citizen behavior, this study uses the Bootstrap method for analysis, repeated sampling 5,000 times, with a confidence interval of 95%. The results show that the indirect effect value of flexible human resources management on the civil behavior of employees' organizations through psychological contracts is 0.24, and the 95% confidence interval is [0.115, 0.406], which does not include 0, and the intermediary function is established. Therefore, the hypothesis four holds.

There is an adjustable intermediary effect test. This study uses the Bootstrap method of repeated sampling 5000 times, and uses the SPSS PROCESS (Model 14) program to test the regulated intermediary effect. From the results of Table 4, it can be seen that when employees have a low sense of organizational identity, the indirect effect of flexible human resources management on the employee's organizational citizenship behavior through psychological contracts is not significant (the indirect effect value is 0.0919, 95% confidence interval [-0.0066, 0.2514], including zero points. However, when the employee organization has a high sense of identity, flexible human resources management has a significant indirect effect on the citizen behavior of employee organizations through psychological contracts (the indirect effect value is 0.2208, 95% confidence interval [0.1113, 0.3615]. In addition, the difference between groups at the two levels of organizational identity is 0.1289, and the 95% confidence interval is [0.0222, 0.2120], which does not include 0, indicating a significant difference in indirect effects, and the assumption of five is supported.

Table 4: Mediating effect of psychological contract at different levels of employee organizational identity (N=159)

Regulating variable level	Effect coefficient value	95% confidence interval
Underregulation	0.0919	[-0.0066, 0.2514]
High regulation	0.2208	[0.1113, 0.3615]
Difference between groups	0.1289	[0.0222, 0.2120]

5. Conclusion

5.1 Research results

Based on the theory of social exchange, this study discusses the mechanism of flexible human resources management on employee organization and civic behavior. The results show that: (1) flexible human resources management has a positive impact on the citizen behavior of employee organizations; (2) the flexible human resources management perceived by employees has a positive impact on the formation of psychological contracts; (3) psychological contracts have a positive impact on the citizen behavior of employees; (4) The psychological contract in flexible human resource management plays an intermediary role in the organizational citizenship behavior of employees; (5) The sense of organizational identity positively regulates the relationship between the psychological contract and the civic behavior of employee organizations.

5.2 Theoretical Contribution

The research on flexible human resources management is still in its infancy. At present, the positive relationship between flexible human resources management and organizational performance^{[1][2]} and organizational innovation^{[3][7]} has been empirically studied. In contrast, the research on the role of flexible human resources management at the employee level has been studied. At present, empirical research has been made on employee psychological contract^[4], work performance^[5] and other aspects. Generally speaking, there is less research on the individual attitudes and behaviors of employees and their own influence. Based on the theory of social exchange, this study selects flexible human resources management as the independent variable, employee organization citizen behavior as the result variable, psychological contract as the intermediary variable, and organizational identity as the adjustment variable, and deeply explores the impact of flexible human resources management on the individual behavior of employees. Help to enrich the relevant research in the field of flexible human resource management, expand the understanding of the effect of flexible human resource management, and promote the exploration of the impact of flexible human resource management.

5.3 Practical Enlightenment

At present, we are in the VUCA era. The unstable, uncertain, complex and vague characteristics of the times have forced enterprises to realize that they need to build a new management model to meet the challenges of the internal and external environment. This study puts forward the positive impact of flexible human resources management on the civic behavior of employees' organizations, and is committed to attracting the attention of enterprise managers to the practice of flexible human resources management, giving full play to the positive role of flexible human resources management, guiding and cultivating the positive behavior of employees; and enlightening the importance of enterprise managers on employee psychological contracts. It helps enterprises to improve or formulate management models and management measures that are more in line with the needs of employees and the times. By establishing and maintaining the psychological contract of employees, it enhances the trust of individual employees in the organization as a whole, and shows more organizational citizenship behavior that is conducive to the development of the enterprise and improving the efficiency of the enterprise when it has a high sense of identity with the organization. . It is conducive to improving the relationship between the organization and employees. Managers will have a more comprehensive view of the impact of human resources management practice on the citizen behavior of employees, which is of great reference and guiding significance for enterprises to improve their competitiveness through effective human resources management practice, that is, flexible human resources management. The ever-changing and competitive market environment requires enterprises to use a more flexible and efficient human resources management model to obtain and deploy organizational human resources to improve the organization's adaptability and adaptability to meet unknown challenges.

5.4 Limitations and Prospects

This study has certain limitations. First, the research sample data is less, which may cause a certain degree of error. In the future, samples can be further expanded to collect data from multiple sources, such as research and interviews with enterprise leaders. Second, the research data is cross-sectional data, and it is difficult to establish a causal relationship. Future research can collect time series data and use data at different stages to support the causal logic in the hypothesis. Third, this study discusses the regulatory role of organizational identity, which can be further discussed in

the future from the characteristics of leaders, organizational scenarios and other factors.

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