DISCUSSION

Introduction

This section is aimed at analysing findings obtained in the previous section in context of literature findings. This analysis would be used to provide valuable recommendations for better integrating the aspects of flexibility, adaptability and consistence so as to improve overall organization performance.

Mission

Results obtained by the research study indicated that employees felt that being knowledgeable about an organization's mission enables them in aligning their personal and professional objectives, setting realistic goals and remaining motivated (Bedarkar et al, 2016) Evidence in this context has also been derived from literature. In line with literature evidence, a clear mission statement enables employees to visualize their growth path within the organization thereby helping them align their personal and professional objectives (Sukma et al, 2016). Further, mission statement might also serve as a guideline which makes them aware of their responsibilities towards their organization (Zhu et al, 2015). This in turn helps employees in being more productive at the workplace thereby improving overall performance of the organization (Awadh & Alyahya, 2013).

Similarly, managers also felt that that presence of a clear mission statement helped them in motivating their employees, retaining them and giving them clear work directions (Hogan & Coote, 2014). Literature in this context indicates that mission plays a vital role in clearly outlining both short term as well as long term objectives that an organization needs to adhere to (Dubey et al, 2017). Additionally, managers and industry experts tend to look towards mission statement of an organization when it comes to outlining social roles and responsibilities that an organization might be required to address (Liden et al, 2014). This in turn is helpful in delegating work responsibilities and expecting work related outputs (Zhu et al, 2015). Aligned mission and social responsibilities followed by fulfilment of the same might also help managers in maintaining a positive image of their organization which again relates with enhanced performance (Schneider et al, 2013).

Flexibility

Research results indicated that employees believed that their organizations were flexible and sensitive to their needs. Literature studies tend to establish a strong and clear connection

between flexibility and performance of an organization (Sia, 2015). Flexible work arrangements such as work from home facilities (when required) or flexible shift timings result in lower stress levels thereby enabling employees to perform better (Tomic et al, 2016). Flexible work arrangements have also been related with improved work-life balance of employees and this again serves to improve their performance. In their comfort zone, employees tend to align better with decisions made by their managers and level of resistance to change is often low (Uddin et al, 2013).

From a managerial perspective (as most participants agreed that flexibility helped them in making management easier), flexibility helps managers in keeping employees in their comfort zones while extracting better work outputs from them (Büschgens et al, 2013). When kept in their comfort zones, employees are less likely to look for alternate jobs thereby reducing financial burden on their organizations and improving the level of productivity (Martinez et al, 2015).

A few managers however also tend to believe that allowing their employees to take advantage of flexible arrangements might pose a threat to organizational productivity and performance (Sukma et al, 2016). This might be attributed to undue advantage that employees might begin to take (Chatman et al, 2014). Literature in this context tends to indicate that optimal productivity can be achieved by maintaining a balance between stringent policies and flexibility (Awadh & Alyahya, 2013).

Adaptability and Consistency

Most employees and managers felt that their organizations had fixed policies and procedures which they abided by. However, it was also indicated that these policies and procedures were not bureaucratic in nature and only served to provide a framework of actions which were organization appropriate (Bedarkar et al, 2016). Literature studies centred on explaining the importance of adaptability also indicate that while it is important to be able to adapt policies, procedures and management styles to suit need of the hour, it is also essential that an organization clearly demonstrates consistency and has a set of rules and regulations which tend to lay its foundation (Dubey et al, 2017). Inconsistency in policies, procedures or management styles tend to create unnecessary confusion regarding goals, work responsibilities and mannerisms thereby causing frustration and reducing negatively affecting employee productivity (Liden et al, 2014).

On the other hand, literature also indicates that the management must be willing to make changes to existing policies and procedures so as to find the best possible solution to a problem at hand (Chatman et al, 2014). Expanding on this aspect further, the scope of situation faced by an organization and its possible future impact on the organization needs to be evaluated (Sia, 2015). It might not be possible for organizations to make major changes based on one-time/ immediate situations (Hogan & Coote, 2014). However, situations (or problems) with implications for the future might require policy/ procedural changes so as to be able to enhance overall outlook and performance of the organization (Schneider et al, 2013).

In context of management styles followed, it might again be essential to facilitate an appropriate mix of adaptability and consistency (Awadh & Alyahya, 2013). Frequent changes in management style would tend to confuse employees thereby frustrating them and impacting their level of productivity (Liden et al, 2014). This in turn would negatively affect organizational performance. On the other hand, inability to adapt to new situations would also result in loss of productivity and decreased organizational performance (Hogan & Coote, 2014).

Conclusion

In summary, this section elaborated on the manner in which primary research findings are supported or refuted by academic literature. This analysis has been used so as to develop vital recommendations for better integrating aspects of flexibility, adaptability and consistence into organizational processes.