

Moderating role of human resource expertise on the relationship between flexible working arrangements and turnover intentions

Purpose

The purpose of this study was to examine the moderating role of human resource expertise in the relationship between flexible work arrangements (FWAs) and turnover intentions among employees in Humanitarian Public Benefits Organizations (PBOs) in the East African Community (EAC).

Design/methodology/approach

The study used a sample of 809 employees working in various humanitarian organizations in the EAC. Data was collected using questionnaires. Multilevel structural equation modelling (MSEM) was applied to test the direct, indirect, and total effects of flexible time, telecommuting, and overall flexibility on turnover intentions ($n_1 = 809$ employees, $n_2 = 78$ PBOs).

Findings

The empirical findings revealed that flexible time showed a significant negative relationship with employee turnover intentions. That telecommuting was positively and significantly associated with employee turnover intentions. Whereas, overall flexibility has shown significant effects on employee turnover intentions. Finally, the results further demonstrated that human resource expertise enhances the relationship between flexible working arrangements and turnover intentions.

Practical implications

The findings of this study may be useful to management, board and human resource regulators in assessing the role of flexible working arrangements and human resources in employee turnover intentions as a strategy for motivating and keeping humanitarian employees.

Social implications

The findings of this study contribute to the growing concern about professionalizing human resource activities, especially in the humanitarian world who ensure that employees' welfare is addressed. As a result, turnover will be lowered. This will definitely improve the organizational impact on the community. The findings highlight the importance of flexible working arrangements among humanitarian organizations. This may help in mitigating employee turnover. Similarly, the findings highlight the importance of an organization having a professional human resource manager as a strategy to balance between flexible working arrangements and turnover.

Originality/value

Previous studies have reported mixed empirical results on flexible working arrangements and employee turnover. To the best of the author's knowledge, this is the first paper to fill the existing gap by exploring whether human resource expertise moderates the relationship between flexible working arrangements and turnover intention among employees in humanitarian PBOs in the EAC

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